

FINANCIAL TIMES

Austria	Gold Indium	Potash Potash	Peru
Belarus	Marine Iron	Portuguese Potash	Peru
Bulgaria	Starch Potash	Portugal	Peru
Cyprus	Asbestos	Portugal	Peru
Croatia	Asbestos	Portugal	Peru
Czechoslovakia	Asbestos	Portugal	Peru
Denmark	Asbestos	Portugal	Peru
Egypt	Asbestos	Portugal	Peru
Finland	Asbestos	Portugal	Peru
France	Asbestos	Portugal	Peru
Greece	Asbestos	Portugal	Peru
Hungary	Asbestos	Portugal	Peru
Iceland	Asbestos	Portugal	Peru
Ireland	Asbestos	Portugal	Peru
Italy	Asbestos	Portugal	Peru
Latvia	Asbestos	Portugal	Peru
Lithuania	Asbestos	Portugal	Peru
Malta	Asbestos	Portugal	Peru
Norway	Asbestos	Portugal	Peru
Poland	Asbestos	Portugal	Peru
Portugal	Asbestos	Portugal	Peru
Romania	Asbestos	Portugal	Peru
Slovenia	Asbestos	Portugal	Peru
Spain	Asbestos	Portugal	Peru
Sweden	Asbestos	Portugal	Peru
Switzerland	Asbestos	Portugal	Peru
United Kingdom	Asbestos	Portugal	Peru
Yugoslavia	Asbestos	Portugal	Peru

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World News Business Summary

Russia erects trade barriers could put new airliner under threat

The deepening crisis in the former Soviet states is forcing up trade barriers and triggering strikes by workers and resignations by officials. Russia is banning the export of some 80 commodities to those republics that have in the past erected trade barriers against Russian goods, principally Ukraine. Page 14

Missiles proliferation Richard Cheney, US defence secretary, said prospects of nuclear proliferation had "significantly increased" as a result of the break-up of the Soviet Union. Page 2

UN arms for Cambodia A UN arms official will head the UN operation in Cambodia, the biggest of its kind yet mounted. Yasushi Akashi, a US-educated former diplomat, will be in charge of a budget of some \$1.5bn. Page 6

EC helicopter inquiry The Yugoslav army blamed poor co-ordination and mistakes in air traffic control for the shooting down of a European Community helicopter in which five EC members died. Page 2

Ship off Mexico causes UK Britain and other EC members may be taken to the European Court of Justice to carry out environmental impact studies on big construction projects, Carlo Ripa di Meana, EC environment commissioner, warned. Page 2

Democrat leaders race Governor Douglas Wilder of Virginia has bowed out of the race for the US Democratic party's presidential nomination. Page 4

Mexico acts on miners Mexico has set up a commission to co-ordinate Mexico City's fight against air pollution. Page 4

SA pop tour planned Radical black South African group, the Azanian Youth Organisation, repeated its threat of violent protest against a tour by US singer Paul Simon, two days after a hand-grenade attack on the concert organisers' offices.

US jury awards \$50m A Kansas City jury has awarded \$50m to the family of a serial killer victim, for damages after award was made.

Le Pen loses trial case Jean-Marie Le Pen, leader of France's extreme right and opponent of French involvement in the Gulf war, lost a libel suit against a political satirist who said Le Pen would belly-dance in front of President Saddam Hussein.

FIS protests in Algiers Several hundred Islamic Salvation Front supporters marched through central Algiers, despite a ban on demonstrations during election campaigning. Page 5

Running out of options Hassiba Boulmerka, the world 1,500 metres champion, is considering leaving her native Algeria after being denounced by the Islamic Salvation Front for running with naked legs in front of thousands of men.

EUROPEAN TOP 500

With next Monday's FT a 32-page review of the top 500 companies by market capitalisation and turnover

Weekend FT

Tonight: London's property crash, how 1980s heroes like Godfrey Bradman (right), fell to earth

Has the Champagne bubble burst?

CONTENTS

Front page: Wisdom of the fixed link with the US dollar is questioned

Terrorism: The IRA's bombing campaign fails to break Belfast's heart

Technology: Concert musicians make the most of the new sound of music

North Sea oil: Britain sharpens up the industry's safety drill

Editorial comment: Kick-starting global growth; Educating the majority

House prices: The company's appeal to US patriots may have backfired

French industry: Jean Syrota chosen to lead the Thomson-CEA industrial group

Investment: FT 500 Guide + Review

Companies: 10-15: Commercial Law

Commodities: 16-17: Commodity Letters

Lex: 18: Lex

Management: 19-20: Management

Observer: 21-22: Observer

European Commission remains unmoved by Dunkel's doctrine

The director-general of Gatt, Arthur Dunkel (left), is not a popular man in Brussels. The majority view within the European Commission is that his doctrinaire attitude towards liberalising farm trade is putting a new world trade order beyond reach

Page 3

Stock Markets world

London

Technology

Unit Trusts

World Index

World Trade

Observer

MARKETS

STERLING

New York luncheon:

£1.8115

London:

£1.8225 (1.872)

DN2.83 (2.855)

FF19.655 (8.6875)

SF2.5275 (2.53)

Y229.5 (233.75)

£1.90 (91.4)

Stock Markets world

London

Technology

Unit Trusts

World Index

World Trade

Observer

DOLLAR

New York luncheon:

DM1.5645

FF6.3245

SF1.3835

Y126.2

London:

DM1.5475 (1.515)

FF6.328 (5.175)

SF1.3825 (1.351)

Y125.45 (124.85)

S index 61.1 (60.5)

Tokyo close: Y124.85

US LUNCHTIME RATES

Fed Funds: 4.15%

3-month Treasury Bills:

\$17 (17.05)

Chief price changes yesterday: Page 15

STOCK INDICES

FT-SE 100:

2,497.9 (+30.8)

FT-A All-Shares:

1,191.18 (+1.1%)

FT-SE Eurotrack 100:

1,100.02 (+18.81)

New York luncheon:

1,191.18 (+1.1%)

S&P Comp:

417.59 (-0.51)

Tokyo: Nikkei

23,113.64 (+398.64)

London:

105% (104%)

Long gilt futures:

105% (104%)

Mar 97 g (Mar 97 g)

STOOL INDICES

Enterprise Oil

Enterprise Oil Finance B.V.

U.S. \$600,000,000

5.3% Committed Nov. 30, August 15, 2001

Present of Principal and Interest Committed by

Enterprise Oil plc

Lehman Brothers

EUROPEAN NEWS

Yugoslav peace prospects revived during EC talks

By David Gardner in Brussels and Judy Dempsey in Sarajevo

PROSPECTS for a negotiated solution to the civil war in Yugoslavia flickered back to life last night as Mr Slobodan Milosevic, president of Serbia, said a European Community blueprint to provide self-government and minority rights guarantees for Serbs in Croatia were "adequate".

Though the Serbian leader raised hopes of a breakthrough by expressing similar sentiments on this crux of the conflict last October, a senior EC diplomat last night expressed hope that "this time the movement looks more solid".

Mr Milosevic was told by the EC that "he has to move now

or risk total isolation", an EC diplomat said. After Tuesday's killing of five EC monitors, when their unarmed helicopter was shot down by a Yugoslav air force jet over Croatia, Serbia would "have nowhere to turn unless it comes to terms", he added.

The Yugoslav army yesterday blamed poor co-ordination and mistakes in air traffic control for the shooting down of the helicopter. But the interim report, delivered to the EC monitoring mission in Zagreb, said the army's explanation "tragedy" of Yugoslavia's war.

Polityka, a pro-Serbian daily paper with close ties to the military, carried the army's explanation, saying the EC helicopters had been in closed air space, and federal military

authorities had not been told of their incoming flight from Hungary. The Hungarian authorities had informed the air control centre in Zagreb of the flight, but the MiG pilot had been in contact only with air control in Belgrade.

Yesterday's movement on the diplomatic front came at the EC-sponsored peace conference, which reconvened in Brussels after a two-month suspension due to Serbian intransigence and the escalation of bloodshed in Croatia.

The conference was attended by Mr Herbert Okun, a senior aide to Mr Cyrus Vance, the United Nations special representative, emphasising to the presidents of the six Yugoslav republics that the EC peace process and UN efforts to send a 10,000-strong peacekeeping force to Croatia formed part of a single strategy.

Lord Carrington, the former UK foreign secretary who chairs the conference, stressed that the seven-day-old ceasefire and the UN decision to send a 50-strong advance guard to Yugoslavia, plus the prospect of the EC recognising those republics, including Slovenia

and Croatia, which fulfilled a list of democratic conditions, had transformed the background to the talks.

"For the first time it really does look as though the ceasefire will hold," Lord Carrington said, but he cautioned that "it would be an exaggeration to say the way is entirely clear" for a political settlement.

Mr Milosevic, who left the Brussels conference after a visibly cordial discussion with President Franjo Tudjman of Croatia in the courtyard of the Egmont Palace in Brussels, insisted Serbia would demand the right to remain at the heart of a reduced Yugoslavia.

UK likely to face court over big projects

By John Hunt, Environment Correspondent

IT IS likely that Britain and other EC members will be taken before the European Court for failure to carry out environmental impact assessments on large construction projects, Mr Carlo Ripa di Meana, EC environment commissioner, warned last night.

"It seems to me likely that it will fall to be resolved by the European Court of Justice at the end of the day," he said.

He said the European Commission was proposing to extend the use of such assessments to cover proposals and policies put forward by EC governments.

An announcement on the new proposals extending the principle to governments will be made in two weeks time, he said. At present the directive on impact assessments applies only to large individual projects.

"It is now clear that this is not enough," he said. "It is essential that policies, plans and programmes are also subjected to environmental impact assessment."

He envisaged that this would also apply to EC policy at a later date.

He renewed his strong criticism of the British government for pressing ahead with large schemes which he had asked to be suspended because environmental assessments had not been properly made.

The reaction of the British government and some parts of the British media "have left a bitter taste in my mouth", he said. "There has been absolutely no victimisation of the United Kingdom, no singling out to the exclusion of other member states."

UK schemes include the Channel tunnel rail link, East London river crossing and M3 extension near Winchester.

Britain and other EC states have argued that projects in the pipeline when the directive came into force in July 1989 should be exempted. But the commission rejected this. He said the commission had opened proceedings for breach of the directive against 10 governments, including Britain, and proceedings would soon start against an 11th.

Privatisation 'to go ahead' in Poland

By Anthony Robinson, East Europe Editor

POLAND'S new minister of privatisation, Mr Tomasz Gruszecki, has taken the unusual step of publicly declaring his support for Poland's complex and widespread privatisation programme.

In a move apparently designed to dispel the impression that the centre-right government led by Mr Jan Olszewski has a lower commitment to privatisation than its predecessors, the minister said considerable attention would be given to its implementation.

The other is Mr Jorge Bagration, descendant of the Georgian royal family that ruled until 1807, who has been trying to contact the opposition leaders after they spoke of a possible constitutional monarchy. It is not clear, however, how Georgians might react to the idea of a Spanish-born racing driver as king.

The aim of the programme is to privatise some 200-400 medium to large state enterprises. Their ownership will be transferred to national investment funds (managed by international fund managers), whose shares will be distributed to members of the public.

The previous government, which drew up the plan, was advised by a number of City companies and banks, including S G Warburg, the merchant bankers, and accountants Touche Ross.

Before Christmas, Mr Olszewski, the prime minister, had criticised the former government's economic policies, saying he rejected "the theory of building a healthy economy only on the ruins of state enterprises".



Ousted President Gamsakhurdia ventures out of his heavily guarded house in Armenia yesterday

Two players take the stage after Georgia's one-man band bows out

Neil Buckley identifies the new centres of power in Tbilisi

THE fighting may have stopped, but those who hoped President Zviad Gamsakhurdia's flight from Georgia on Monday would end the republic's problems have been disappointed.

Recent demonstrations in the capital, Tbilisi, have shown that support for the president remains, and with the new military council resorting to force to disperse them twice in the past week, it is clear that Georgia faces an uphill struggle to re-establish democracy.

The military-political situation is, in true Georgian fashion, colourless, complex and possibly dangerous. The republic is in effect being run by two people: the leaders of the military council. Both are supported by their own armed groups.

Mr Tengiz Kitovani, 52, a classmate of Mr Gamsakhurdia and previously a close friend, is a former sculptor and dissident. He later became chairman of the state defence committee in Mr Gamsakhurdia's government and created the Georgian national guard last year. He commands remnants of that guard who refused to obey Mr Gamsakhurdia's order to disarm during last August's attempted coup in Moscow.

Mr Jaba Iosseleiani, 65, was a member of a Georgian partisan movement in his youth, and later a professor of dramatic art. Three years ago he founded the Mkhedrioni, or Knights of Georgia, a shadowy group claiming to defend human rights and ethnic minorities. The Mkhedrioni are believed to have provided the masked gunmen who twice fired into crowds of Gamsakhurdia supporters in Tbilisi.

This violence has damaged the reputation of the military council, as has continued speculation about the two leaders' criminal records. Mr Iosseleiani and Mr Kitovani claim these contain only political charges in disguise. But they are believed to be greeted by the people.

There are two more armed groups, both commanded by former deputy defence ministers.

The four militias have been united by their defeat of Mr Gamsakhurdia, and the military council hopes to merge them into a new Georgian national guard. Whether that can be achieved, given a history of mutual suspicion and conflict, remains to be seen.

In civilian politics, the most important figure is Mr Tengiz Sigua, a former engineer who was Mr Gamsakhurdia's prime minister until resigning last August. He has been named caretaker prime minister by the military council and has appointed a provisional government of 10 ministers.

There are two jokers in the pack. One is Mr Edward Shevardnadze, former first secretary of the Georgian Communist party and then Soviet foreign minister. Both the military council and opposition deputies have said he could be of great assistance to Georgia, but they are unsure how he would be greeted by the people.

Mr Shevardnadze is detested by Gamsakhurdia supporters as an "agent of Moscow".

The other is Mr Jorge Bagration, descendant of the Georgian royal family that ruled until 1807, who has been trying to contact the opposition leaders after they spoke of a possible constitutional monarchy. It is not clear, however, how Georgians might react to the idea of a Spanish-born racing driver as king.

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dead, and talks of a transitional political forum containing invited representatives of all parties.

This would include the two groups that Mr Gamsakhurdia represented but would probably be less supportive of the ousted president than a reconstituted parliament.

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Small gains for Bush from mishandled tour

By Lionel Barber, US Editor, in Washington



PRESIDENT George Bush heads home today after a sobering trip to Asia which fell short of its inflated goals.

However irrefutable the symbolism, the sight of Japanese Prime Minister Kiichi Miyazawa calling a strike on American providers proved no more than a diversion. Although Mr Bush still looked queasy yesterday, he appeared well on the way to a recovery from "Tokyo tummy".

Far more revealing was the way in which Mr Bush allowed misguided advisers to turn his four-nation Asian tour into a domestic political exercise. Spooked by criticism that he was spending too much time on foreign affairs, Mr Bush said his trip to Australia, Singapore, South Korea and Japan was about "jobs, jobs, jobs".

The pitfalls of this approach soon became apparent. In Australia, Mr Bush decried protectionism but enraged local farmers by refusing to scrap subsidies for US wheat exports. "We've never said we're totally pure," said Mr Bush, with a straight face.

In Japan, he turned from master diplomat to car salesman. Accompanied by 21 corporate executives, the loudest being the chairmen of the Detroit car makers, Mr Bush retreated steadily from his support of free trade, to fair trade, before finally embracing "managed trade".

This retreat was underlined by the mixed success the chairmen of Ford, Chrysler and General Motors enjoyed in their efforts to negotiate specific numbers for Japanese

imports of US cars and car parts - an approach little different in spirit from that of Richard Gephardt, the Democratic congressman Mr Bush often calls a Japan-hasser.

Mr Bush could point to a commitment from Japanese car makers to double the number of US car parts from 57 billion last year to 115 billion in fiscal 1994, but most of the 20,000 US-made cars which Tokyo will import will come from Japanese manufacturers already based in the US, not the Big Three.

Mr Richard Holbrooke, a former assistant secretary of state for East Asian affairs, said yesterday the progress in removing part of the two countries' annual \$40bn trade imbalance came at a price. "An impression has been created that Toyota is the cause of the American recession, that Toyota is the cause of General Motors' decline, and that's just not true," he said.

Mr Bush must bear some of the blame; but so too must Mr Robert Mosbacher, the outgoing commerce secretary who has just been appointed chairman of the Bush-Quayle re-election campaign. The Texan multi-millionaire's main skill is raising money. His forays into diplomacy or domestic politics have more often than not landed the president in trouble.

By several accounts, it was Mr Mosbacher who persuaded Mr Bush to take corporate executives on the Asian trip. The idea was to use public/private sector pressure to prise open markets, play tough with the Japanese and sell the tour as a job mission to boost the US economy and bolster Mr Bush's standing in the polls.

This completely undercut the original purpose of the trip. "I will do what I have to do to get re-elected."

As originally timed, for last November, it would have preceded the 50th anniversary of the Japanese assault on Pearl Harbor with a grand declaration of reconciliation in which the world's two most powerful economies could join in a new global partnership in the post-Cold War era.

The wider message has been drowned out — with one important qualification. Before he faints at the banquet on Wednesday, Mr Bush agreed with Mr Miyazawa on a joint initiative to promote world economic growth. Although short on details, the two sides gave a commitment to a fiscal stimulus to their economies, particularly Germany, to do the same.

This initiative is likely to gather momentum in the coming fortnight, ahead of the president's State of the Union address on January 27, in which he is expected to announce a growth package involving a capital gains tax cut and help for first-time home buyers. Already, the US Treasury is sounding out European allies on the idea of presenting a plan to Group of Seven finance ministers meeting in the US on January 25.

The campaign for global inflation to head of recession is an effort to revive the international economic co-operation successfully pursued by the US in the mid-1980s.

Mr Bush has shown this week that he is a politician running for re-election, ready to pander to a domestic audience with the best of them. This is certain to continue, if the November election looks tight. As he told David Frost in an interview: "I will do what I have to do to get re-elected."

BUSH IN JAPAN Motor industries still on collision course

By Stefan Wagstyl and Robert Thomson in Tokyo

THE US and Japanese motor industries are still on a collision course, despite promises by Japanese manufacturers to increase their purchases of US parts and to market in Japan more vehicles made by the Big Three — General Motors, Ford Motor and Chrysler.

The agreements were hailed yesterday by US President George Bush and Mr Kiichi Miyazawa, the Japanese prime minister. But Japanese executives resented the pressure on them to give assistance to their US competitors, while American executives were angry that more had not been done to "open" the Japanese market.

Mr Bush, who has made the motor trade the most important economic bilateral issue of his visit, praised the agreements, saying it would mean more American car parts and cars coming into Japan.

But Mr Harold Poing, chairman of

Ford, said that though progress had been made, the Japanese industry was still "very closed". Mr Jack Kelly, president of Textron, the motor parts group, said the progress had been made but it was "definitely insufficient". The US industry wanted Japan to cut its trade surplus to near zero in five years, starting with a 20 per cent reduction this year.

Japanese industry leaders said the targets they had set were the highest they could manage and would be difficult to achieve. Mr Yutaka Kume, chairman of the Japan Automobile Manufacturers Association, said consumers decided what make of car to buy. He urged American companies to make greater efforts in the Japanese market.

The Japanese concessions came in two forms: commitments by manufacturers to increase their purchases of US

parts and their sales of US-made vehicles, and promises by the Japanese government to assist US parts suppliers in finding Japanese customers and to ease technical certification requirements for imported vehicles.

A joint "action plan" also contains a series of less painful promises by the US government, including a commitment to "an economically viable US automotive industry".

These programmes include a budget allocation next year of \$1.5m (£825,000) to help US parts companies establish ties with Japanese companies at the design stage of new vehicles, and tax credits for companies operating facilities in Japan. The Fair Trade Commission, the anti-monopoly body, is also conducting a study on competition in the auto parts sector.

To the annoyance of American executives, the agreement does not specify

targets for imports of finished vehicles into Japan.

Instead, individual companies have made separate — and modest — commitments. Toyota Motor promised to increase imports of US-made Toyotas to 20,000 by the 1994 financial year and to talk to GM about the possible import of 5,000 GM cars. Nissan pledged to import a mini-van jointly developed with Ford and other Ford cars to a total of 3,000 a year.

Honda Motor plans a sharp rise in US-made Hondas from 14,000 last year to 27,000 in 1994, plus a rise from 424 to 1,200 in imports of Chrysler Jeeps. Mazda Motor intends to double the number of Ford T imports to 4,500. Mitsubishi Motors plans an increase in its imports of Chrysler cars and of vehicles made in partnership with Chrysler from 2,500 to 6,000 in the 1993 financial year.



Mitsubishi Motors chairman Yohei Mihara, Chrysler chairman Lee Iacocca and Toyota chairman Eiji Toyoda during a working breakfast yesterday

Trade surplus remains a source of friction

By Robert Thomson in Tokyo

THE smiles, the handshakes, the Global Partnership and the Tokyo Declaration may be intended to convince a US audience that President George Bush has prised open a "closed" Japanese market, but they do not mean that bilateral trade friction has come to a sudden end.

Japanese officials said last night they had addressed 73 of 86 trade-related complaints formally lodged by the US. But "addressing" does not necessarily mean resolving to the long-term satisfaction of the US.

At the heart of US-Japan trade friction is Japan's \$40bn (222bn) trade surplus with the US, the most obvious target for US congressmen looking for an apparent indicator of unfairness. The often obscure details of the particular items in dispute

are of less political significance.

That surplus has been on the rise in recent months, with demand for Japanese products increasing in tandem with the erratic stirrings of recovery in the US economy, and Japanese government officials fear it will continue increasing. If that is the case, last night's warm exchanges will soon be replaced by heated argument.

Mr Nicholas Brady, the US treasury secretary, addressing a luncheon on behalf of Mr Bush, said: "Japan's trade surplus is too high and its market access too limited." He warned that the health of the broader relationship depended on reducing trade tension by "eliminating barriers to trade and investment".

"We have waited a long time, but now the time has come for equal access. Fair play is in both our interests," Mr Brady said.

But Mr Robert Mosbacher, commerce secretary, was not as certain that the time has come. Asked if outstanding issues had been resolved to his satisfaction, he replied: "We always have trouble making agreements with the Japanese, but we are making progress."

Progress was made on the issue of computer procurement by the Japanese public sector.

Tokyo has agreed to lower the purchase figure triggering a public tender for computer procurement, and to ensure that various quasi-government bodies abide by the purchasing guidelines. But, like a few of the other concessions seemingly made in the past three days, the new regulations were essentially agreed on last year.

The two countries have agreed to "reinvigorate" the Structural Impediments Initiative (SII) talks, which began two years ago and were designed to remove "structural" obstacles to bilateral trade, for example, by demanding that Tokyo increase public works investment. Japan has resisted US demands for a fresh round of negotiations, but the countries agreed yesterday to make "new commitments" to improve the business environment.

On the imbalance in direct investment between Japan and the US, Tokyo restated its intention to encourage foreign companies by extending the tax carry-over period for losses from five to seven years, and allowing an acceleration of depreciation charges.

Several of the Global Part-

nership provisions will depend on the outcome of investigations by Japan's Fair Trade Commission, the anti-monopoly body. The commission will investigate whether Japanese companies are unfairly excluding competitors in the paper and glass industries.

But Tokyo was unable to convince the country's politically influential lawyers to give way to US demands for greater access to the legal market and could only offer to "redouble its efforts to resolve the issues".

Japanese officials were relieved that they were not forced to make a specific commitment to open the rice market, though Japan yesterday formally recognised the importance of "tarification", the replacement of existing trade barriers with a tariff regime.

MRS Carla Hills, the US trade representative, yesterday insisted that President George Bush's trade mission to Japan had not changed US free trade policy "one iota".

Defending the president's controversial trip, Mrs Hills said the US policy had been to expand exports and create jobs. We have been quite consistent. There has never been any deviation.

However, the president is being widely criticised in the US press for embracing the "fair trade" rhetoric of his opposition and the numerical goals of "managed trade" in response to its declining popularity.

On Capitol Hill economists yesterday were testifying against the new US-Japan "action plan" which Mr Bush insisted would "translate into jobs for American workers".

"The likelihood is that the

real economic impact will be negligible and that it will do little to create jobs in the US of A," said Mr Jesper Koll, an economist at S.G. Warburg Securities (Japan).

Mr Fred Bergstein, director of the Institute for International Economics, said that in the long run US trade gains "will depend on sharply improving the underlying competitiveness of our economy". To boost US exports to Japan, Mr Bush should have sought an agreement to boost the Japanese currency against the dollar, he said.

Mrs Hills denied that the president had resorted to "managed trade". Specific numbers had been agreed on Japanese purchases of US motor parts not to guarantee market share but to "identify problems and as a benchmark to correct those problems".

To name a number would undercut an industry," she said. "It is better to remove the barrier. We would much rather open markets than reduce our own imports."

Mrs Hills said she had not accompanied the president to Japan because "this was an export enhancement trip. The Secretary of Commerce went and that is his portfolio." However, negotiations on the trip had been conducted by Mr Michael Moscow, her deputy, and she had been in hourly touch with him.

The administration's trade policy has been a success, she said. It has boosted exports to Japan by 45 per cent and to the rest of the world by 30 per cent. "Our jobs connected to exports are on the increase. Exports have halved the rigours of the economic slowdown," she said.

White House seeks health care overhaul

By George Graham in Washington

WHITE House officials have proposed to medical and employer groups measures for overhauling the US health care system. This is part of an attempt to produce a reform package before President George Bush's State of the Union address on January 26.

Mr Samuel Skinner, White House chief of staff, has met the American Medical Association to discuss ideas in the president's health care proposal. They include a refundable tax credit to help families pay health insurance premiums, and incentives for people covered by the federal Medicare and Medicaid systems to join more cost-effective managed care plans.

However, some analysts believe that managed care programmes, such as Health Maintenance Organisations, produce a one-off gain when people join, but no long-term curb on the 10 per cent a year

increase in medical costs. The administration also wants to restrict malpractice lawsuits so as to control the rise in the insurance premiums that doctors must pay in case of malpractice suits.

Other proposals include higher premiums from high-income families for Medicare, the federal health programme for the retired. Medical costs in the US have risen by more than 10 per cent a year for the last five years, to total an estimated \$817bn (£495bn) this year. Yet, more than 34m people have no medical insurance.

The administration's proposals still fall well short of several broad, controversial reform packages proposed by the Democrats. These include a "play or pay" scheme where employers would have to choose between providing health insurance to their employees and paying a tax to fund an expanded Medicaid.

Wilder quits Democrat contest

By George Graham in Washington

GOVERNOR Douglas Wilder of Virginia has bowed out of the race for the Democratic Party's presidential nomination.

Mr Wilder said he was withdrawing from the race this year for the same reason that Governor Mario Cuomo of New York has decided not to run: in order to concentrate on the budget problems that face his state.

It was plain, however, that the Wilder campaign had not caught fire. He was expected to fare poorly in New Hampshire, which is to hold the first primary on February 18, and his fund-raising had lagged behind that of other main Democratic contenders.

By the end of 1991, his campaign at the Federal Election Commission showed he had raised less than a quarter of the total money raised by the Democratic front-runner, Governor Bill Clinton of Arkansas.

Mr Wilder, the first elected black governor in the US, has not based his political success on an appeal to a monolithic black vote. However, such an appeal had come to seem the only course for a man who remains largely unknown outside his own state.

A feud with Mr Jesse Jackson, the black activist leader who won several primaries in 1988, hampered Mr Wilder's efforts to gain support from some black organisations — nor had the other Democratic candidates conceded black votes to Mr Wilder.

Mr Wilder, the first elected black governor in the US, has not based his political success on an appeal to a monolithic black vote. However, such an appeal had come to seem the only course for a man who remains largely unknown outside his own state.

Pundits generally place Mr Kerrey in second place, just ahead of Mr Harkin, who started well but has slowed in recent weeks.

The principal beneficiary, however, is likely to be Mr Clinton, who has won many black votes in his five campaigns for the governorship of rural, southern Arkansas. He was always expected to be the front-runner in the southern states which will dominate the Super Tuesday primaries on March 10 — now Mr Wilder's

withdrawal should make it easier for him to achieve a big victory.

Mr Clinton has begun to gain momentum in New Hampshire, too, and is consecrated as the man to beat.

Pundits generally place Mr Kerrey in second place, just ahead of Mr Harkin, who started well but has slowed in recent weeks.

Japan refuses finance for Brazilian debt deal

By Christine Lamb in Rio de Janeiro and Stephen Fidler in London

JAPAN has refused to provide finance for a debt-reduction deal by Brazil and its creditors until the government has agreed a three-year economic programme with the International Monetary Fund, unlikely this year.

This will force the Brazilian government to seek innovative options to break a stalemate in negotiations, which are to resume this month, over reducing the \$55bn in medium and long-term loans extended by creditor banks.

Although Brazil is due to obtain agreement for a \$2bn stand-by IMF loan this month — it is to be discussed by the fund board on January 22 — the Japanese have said they want to see a three-year Extended Fund Facility before providing finance for a Brady debt-reduction deal.

This suggests Brazil will have insufficient resources to provide guarantees of both principal and interest to banks that agree to reduce their claims on the country.

Brazil has less finance available for these so-called enhancements than provided by Mexico in its 1990 debt-reduction

accord, and has more debt. Japan supported the Mexican agreement, but Tokyo seems to have doubts about the long-term commitment of Brazil to reform.

Brazil's chief debt negotiator, Mr Pedro Malan, said yesterday: "We have no doctrinaire objection to rolling interest guarantees but, frankly, we don't have the resources. We cannot put up much from our reserves so we depend on Japanese help or multilateral institutions."

He added: "We are trying to think of innovative schemes related to the volume and timing of enhancement." He said they would be asked to allow a proportion allotted to the enhancement. Bankers say another option would be to introduce the enhancements in stages as finance became available.

A senior official at a large creditor bank yesterday said he did not expect many banks to lend new money to Brazil. He described some banks as being "hung up on a Mexico-style deal for Brazil". He believed that, if creditor banks

taken high priority since Mr Marcelo Marques Moreira took over as economy minister last May. Mr Moreira now wants to consolidate this with concrete results — deals with the IMF, the Paris Club of creditor governments and commercial banks by mid-1992.

Providing the IMF deal goes through this month, the government hopes to reach a quick agreement over its \$20bn debt with the Paris Club, which comes up for discussion in February. Mr Francisco Giro, Central Bank governor, will be in France and the UK early next week to present Brazil's position to his counterparts. Talks with commercial banks are expected to resume on January 20.

New move on Mexican air pollution

PRESIDENT Carlos Salinas of Mexico has set up a commission to co-ordinate Mexico City's fight against air pollution, writes Damian Fraser in Mexico City.

The commission, to be headed initially by Mr Manuel Camacho, the capital's mayor, will include five cabinet ministers, the director of Pemex, Mexico's national oil company, and local ecologists. It will start with a

INTERNATIONAL NEWS



After a Greenpeace scientist detonated a dirty bomb in the Antarctic ice shelf, the environmental group yesterday condemned the US National Science Foundation for causing a crater more than 10 metres deep

in the Ross Ice Shelf by blowing up toxic waste from an old research station on December 30 instead of removing it from the region. Greenpeace is to analyse contaminated ash and snow samples from the explosion.

US dollar peg hobbles attack on HK inflation'

Simon Holberton on a debate among the colony's economists

THE US interest rates have raised doubts among economists in Hong Kong about the wisdom of a fixed link with the US dollar, which limits the government's freedom to attack a stubbornly high inflation rate.

The government, however, recoils at "suggestions for change. It aims to deal with inflation as best it can, without altering the exchange rate regime. Officials say maintenance of the peg is vital to financial and political stability in the run-up to 1997 when Hong Kong reverts to Chinese sovereignty."

The peg, established in October 1983 at HK\$7.8 to the US dollar, has ensured that the external value of the Hong Kong dollar has remained stable and that it has been relatively immune from the colony's favourite pastime: financial speculation.

But if prevents the monetary authorities from responding to the upward pressure on domestic prices by increasing interest rates. This would lead to distortions of the domestic money supply and could create a divergence between free and official currency rates, undermining the peg and financial stability.

Inflation, though below its highest levels, is still running at about 11 per cent and, economists say, is expected to fall only to about 10 per cent by the end of this year.

A cut in Hong Kong's interest rates - three-month money is currently trading at about 4.65 per cent - is widely expected after recent reductions in US interest rates, including a full-point cut in the Federal Reserve discount rate to 5 per cent.

However, a fall in Hong Kong rates could further exacerbate visible price inflation, most visible in the property and stock markets. Property prices have risen in some areas of Hong Kong by 40 per cent over the past year and rents have gone up by 30 per cent.

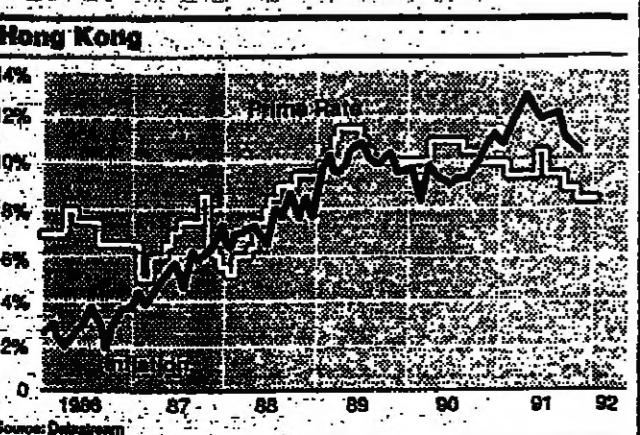
Banks have moved to cool speculation in the property market by tightening lending, and the government plans to impose stamp duty on sales and purchases of property worth more than HK\$2m (£145,000).

Some economists believe inflation is high because of structural changes under way in Hong Kong as much of its manufacturing shifts to southern China, where labour is much cheaper.

Hong Kong's economy is increasingly based on services and demand for these is growing rapidly, pushing up prices and demanding greater and more expensive skills from the workforce.

Hong Kong will have high inflation for some time, according to these economists. Others see the root cause in the government's mismanagement of the link with the dollar.

The government has totally lost its monetary autonomy, says Mr Benjamin Chen, chief economist with the Bank of East Asia, an opponent of the peg. Inflation is in double digits.



Algerian militants defy ban

SEVERAL hundred Islamic Salvation Front (FIS) supporters marched chanting through central Algiers yesterday, despite a ban on marches during election campaigning, agencies report from Algiers.

The FIS militants chanted support for Mr Abassi Madani

and Mr Ali Belhadj, two of the party's leaders detained by the military last June when unrest forced the postponement of Algeria's first multiparty general election.

The FIS seized a commanding lead in the first round poll last month and appears set to

win a parliamentary majority in the ballot for undefined seats next Thursday.

The Tunisian government, alarmed at the prospect of an electoral victory by Algerian fundamentalists, has told its security forces to be on alert and ready for sacrifice.

Palestinians seek to build on Israel's unpopularity



THE Palestinians, who have succeeded in securing international condemnation of Israel's deportation policy, are trying to build on this gain by moving to the offensive in the next round of Arab-Israeli talks in Washington next week.

Delegates will press for separate representation and the inclusion of Palestinian national rights on the agenda.

They believe that unless the agenda is expanded to address national rights, the outcome of the talks will be reduced to administrative arrangements falling short of ending the Israeli occupation of the West Bank and Gaza and block Palestinian national sovereignty.

According to the letters of invitation, forwarded by the US and (now) Russia, co-sponsors of the talks, the Israeli and Palestinian delegations were to focus on arrangements for Palestinian self-rule during an interim period which would be followed by negotiations over the permanent status of the occupied territories.

The Palestinians hope that the suggested five-year interim period - which they want to reduce to two years - will lead to the establishment of an independent Palestinian state and a goal opposed by Israel and

not endorsed by the US.

The Palestinians fear that unless self-rule is linked to a final settlement involving an Israeli withdrawal from the West Bank and Gaza Strip, the interim arrangement will turn into a permanent status.

The co-sponsors have asked both sides to present their own models of Palestinian autonomy. Palestinian negotiators do not expect the Israelis to

Lamis Andoni reports from Amman

present a more advanced form of their previous proposals.

The Palestinians will put forward a self-rule plan based on United Nations resolutions that call for an Israeli withdrawal from the West Bank and Gaza and block Palestinian national sovereignty.

Ironically, the Palestinians derived new strength by pressing the demands when Israel's campaign to curb Palestinian resistance temporarily backfired when the UN Security Council strongly condemned Israel's orders to deport 12 Palestinian activists earlier this week.

They are apparently hoping for Arab backing and that Israeli policies will lead to its isolation and will drive a wedge between Israel and its ally the US. Three hopes that in the past have failed to bring them very close to their goals.

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UK NEWS

RAVENS CRAIG STEEL MILL

Shutdown blow to dock on eve of privatisation bid

By James Buxton, Scottish Correspondent

BRITISH STEEL'S decision to close its Ravenscraig plant in Lanarkshire was described yesterday as a "very serious blow" by the Clyde Port Authority which derives a third of its £12m revenue from steel-related business.

The decision has affected the bid to acquire the port from the port authority which is being submitted today by a management-employee team under the privatisation procedure for trust ports.

"If we had finalised our bid before we heard the news we would have had to amend it," said Mr John Mather, Clyde Port's managing director and leader of the team. "We only completed it today."

Mr Mather said he was shocked by the "speed and swiftness" of British Steel's decision which had come a year earlier than he had anticipated and as a result it had caused a "very serious situation."

British Steel is closing its iron and coal unloading terminal at Hunterston on the Firth of Clyde which contributes £2.4m revenue to the port authority.

It will also stop exporting steel slabs from Glasgow, which is worth £2m in revenue.

A question mark hangs over the port's £1.2m a year dredging programme for the river Clyde because of the expected fall in revenue.

Today is the last day for submission of indicative bids for the port, which covers the Clyde estuary and whose traffic has drastically fallen in recent years. No other bidders have declared their hand.

The closure of Ravenscraig will also affect British Rail's freight operations in Scotland.

The 35 trains which run each week to and from the plant every week earn its traditional freight business about £20m a year and directly and indirectly employ about 200 people.

Ravenscraig accounts for 40 per cent of all Trainload operations in Scotland.

ScottishPower, the electricity company, will lose further business from British Steel as a result of the closure but says it had already obtained alternative business.

In 1990 British Steel plants in Scotland accounted for 561 GWh (gigawatt hours) or 8.1 per cent of ScottishPower's industrial unit sales.

However, that was expected to be cut by 60 per cent to about 225 GWh with last year's closures.

ScottishPower's flotation prospectus said further steel closures could reduce unit sales by up to a further 150 GWh a year, though because of discounts to British Steel the fall in revenue would be less.

No estimate was given for the loss of electricity sales to companies supplying British Steel.

Fresh protest from bidder in trust port sale

By Richard Tomkins, Transport Correspondent

THE EMBARRASSING furor over the first trust port privatisation grew further yesterday as another of the frustrated bidders for Tees & Hartlepool protested to Mr Malcolm Rixkind, the transport secretary.

Maritime Transport Services, which operates the Teesport container terminal in Kent, has written to him saying it does not understand why it lost to a rival bidder when it was offering the highest price.

The ports industry was astonished last month when Humberside Holdings, the second highest bidder, was awarded the port instead of either the highest bidder or the hotly-tipped management-buyout team.

The issue will come to a head in the Commons next week when MPs are asked to approve an order allowing the government to claw back a proportion of any property profits made by Humberside Holdings after the sale.

G Plan cuts 600 jobs as recession bites

By Bethan Hutton

SIX HUNDRED jobs are to be lost with the closure of the G Plan furniture factory at High Wycombe, west of London - a central centre for manufacture in the sector.

The move comes as part of a retreat from cabinet-making by G Plan's owner Christie-Tyler, a subsidiary of Hillsdown Holdings, which bought G Plan in 1989.

Negotiations are underway to sell two other G Plan factories at Kings Lynn, Norfolk, and Ashford, Kent, to The Cabinet Makers, which will manufacture cabinets to be sold under the G Plan name.

Christie-Tyler announced yesterday that Spring Gardens factory at High Wycombe will be run down over the next six months.

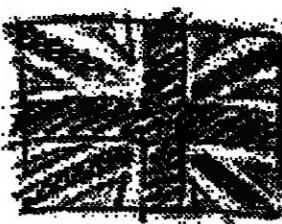
Mr Richard Willan, managing director of Christie-Tyler, said the cabinet-making side of the company's operations had been particularly badly hit by the effect of high interest rates on consumer spending and the housing market.

He said 30 per cent of furniture sales was related to people moving home, and was thus vulnerable to stagnation in the housing market. "Soft furnishings wear out and people replace them, but hard furniture is mostly bought for a new home."

Furniture manufacturing is one of Hugh Wycombe's traditional industries, and is one of the town's three largest sources of employment. Other manufacturers in the area include Ercol and Parker Knoll. G Plan is the first factory closure, but other furniture companies have announced redundancies.

The loss of 600 jobs will hit the local economy hard - the town's unemployment stood at 11,182 in November, almost triple the October 1990 figure.

The High Wycombe job centre said yesterday very few jobs were being advertised in other furniture factories. Christie-Tyler hopes that some staff will find jobs in the Kings Lynn or Ashford plants.

BRITAIN IN BRIEF

insurance sales commission structure which it said urged unsatisfactory products on an unrepresented public.

Engineers lose confidence

Confidence has fallen again in the UK engineering industry, according to the latest quarterly survey by The Engineer magazine. After a slight rise in confidence during the autumn companies are about as unhappy as they were in June, and sentiment is not far off the "appalling" levels of December 1990, the magazine said.

Fall reported in business failures**Major urges tax increase**

Mr John Major, the prime minister, has urged Western Isles council to consider a substantial increase in its poll tax in order to maintain services after losing £23m in the collapse of Bank of Credit and Commerce International. The islands' poll tax this year is only £26, after the government's £140 cut. Mr Major suggests the council should bring it closer to the Scottish average of £223.

SE expels Anthony Parnes

Anthony Parnes, one of three men jailed in 1980 for their parts in the Guineas affair, was yesterday expelled from membership of the Stock Exchange. The former half-commission broker, who had most recently worked with brokers Laing & Crukshank before the Guinness scandal broke, served 11 months of a 2½ year sentence. He is the first member to be expelled by the Exchange since early last year.

Housing starts show rise

A railway line that was closed in 1964 is to be reopened. The reopening of the line between Leicester and Burton-on-Trent, in the midlands of England, to passenger traffic is part of a £16m package of railway expansion which also involves the opening of a new station on the Birmingham-Derby line to serve the Toyota car plant at Burton-upon-Trent. Five other stations will be opened or re-opened.

Rail line to be reopened

PRESIDENT George Bush will address the British next Monday night, not as a world statesman, but as star of an upmarket television commercial designed to sell America to holidaymakers, writes Gary Mead. "So what are you waiting for, an invitation from the president?" he asks in its rousing finale. The \$3m campaign will run into April and is backed by over 35 US tourist companies. Alongside the TV commercial, showing in London, the south-east, Glasgow and Greater Manchester, ads will run in

all national newspapers. Tourists spent some \$83bn in the US in 1990 and perhaps as much as \$85bn last year, according to Edward Brook, president of the Travel Industry Association of America. UK tourists account for 10 per cent of that.

Bush sells America the beautiful while Britain sells a dream

By Richard Evans

THOSE MOST affected by the recession in Britain, might not know it but Britain is a highly prosperous society enjoying unprecedented wealth.

An official government handbook published yesterday, used by British diplomats to sell the country overseas, reveals a country with record amounts of leisure and holiday time, and a growing number of homeowners and shareholders.

The 43rd edition of Britain 1992 is intended to paint the country in the rosé light and little mention is made of the effects of the recession or the impact of rising unemployment.

It nevertheless presents a comprehensive contemporary picture of British political and social affairs and gives an insight into changes over the last decade and more. The

overall impression is of a nation of leisured couch potatoes whose life is governed by the acquisition of consumer durables.

In 1989, for example, 91 per cent of full-time manual employees were entitled to more than four weeks paid holiday, while in 1981, 97 per cent were entitled to only two weeks.

Share ownership has risen to

one in four of the population in 1990 from one in five three years ago and one in 13 in 1979, and the number of people owning their own homes has risen nearly four-fold compared with 40 years ago. Home ownership in 1990 stood at 15m compared with 4m in 1951.

However, the average size of households has fallen from more than four people in 1971 to 3.05 in 1961 to 2.46 in 1990 as

more people live alone. Television easily remains the favourite pastime, followed by listening to the radio, do-it-yourself, reading and gardening. More than nine in 10 households had colour television and almost 26 hours a week on average was spent in front of the set.

The 480-page glossy handbook shows that beer and lager continue to be the favourite tipple for men and women, and there has been little change in alcohol consumption over the last decade.

However, big changes have been recorded for cinema admissions which have increased by 84 per cent since 1984, mail order purchases up from 16m in 1981 to 20m a decade later, and car related crime, which now accounts for 25 per cent of all crimes compared with 10 per cent in 1987.

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UK NEWS

Influenza fears fail to raise the temperature

By Jenny Burns

DOCTORS yesterday reacted angrily to reports that Britain could be one the 'brink' of a major flu epidemic which could severely hit an economy already in the grip of a grave recessionary illness.

The Royal College of General Practitioners, the medical body responsible for monitoring flu cases in England and Wales, last night said there was "no evidence" that the country was on the brink of an epidemic.

Figures to be published today by the Royal College will show an increase in flu cases, but well below the benchmark above which health experts begin to get concerned.

"GPs have enough work to do without people being worried unnecessarily," a spokesman for the College said last night.

In London, the Confederation of British Industry, appeared to be similarly unimpressed by the suggestion that the killer A/Swines Flu virus could soon be bringing the capital to its metaphysical knees.

In Birmingham, health authorities reported much higher the average levels of emergency medical admissions, but not necessarily influenza.

Reports in some newspapers this week that "a killer flu virus" was heading for London have drawn comments from the Influenza Monitoring and Information Bureau.

Its spokesman Mr Richard Kenyon said there was little chance that London would escape the flu outbreak.

He advised students: "Don't try to soldier on or go to work."

The IMIB is a public relations company funded by four companies, one British, two French, and one Dutch, which manufacture anti-flu jabs and medicines.

Epidemic or not, yesterday was a good day for several pharmaceutical companies who produce pills and powders for snifflers throughout the UK.

Shares of SmithKline Beecham, Wellcome and Reckitt & Colman were all up on the London Stock Exchange by the close of trading yesterday.

Liberals plan £3.3bn scheme for recovery

By Alison Smith and Paul Cheeswright

THE Liberal Democrats stepped into the pre-election campaigning yesterday with the launch of a document on the first steps to be taken towards "national recovery and regeneration" after taking Britain out of recession.

In Birmingham, however, Mr John Smith, treasury spokesman, called on the prime minister to use the two days of meetings to produce a programme of action for taking Britain out of recession.

Accusing ministers of complacency he said that if the government ducked the challenge of taking action it "will have exposed as unfit to carry the responsibilities of government".

The Liberal Democrats also used yesterday's launch to unveil their new slogan "My vote - Liberal Democrat". Its aim is to get supporters to stand up and be counted, enabling the party to break through the barrier in which people who support it fear wasting their vote.

The first steps proposed in the Liberal Democrats' paper include proportional representation for parliamentary elections; a package to increase employment which is in some ways similar to Labour plans, as well as giving the Bank of England independence and moving to the narrow band of the Exchange rate Mechanism.

Mr Chris Patten, the Tory party chairman, accused the Liberal Democrats of trying to deceive people "by publishing only a carefully sanitized version of their programme".



ITV groups compete for teletext franchise

By Raymond Snoddy

THE ITV companies are planning to bid against each other for the UK's commercial teletext franchise.

Orclive runs the present ITN teletext output - the news and information service broadcast on spare lines in the television picture and available in more than 40 per cent of British homes. It is a wholly-owned subsidiary of the ITV companies and is working on its own bid for the franchise.

Spells and not, yesterday was a good day for several pharmaceutical companies who produce pills and powders for snifflers throughout the UK.

Shares of SmithKline Beecham, Wellcome and Reckitt & Colman were all up on the London Stock Exchange by the close of trading yesterday.

dent Television News, which is also a wholly-owned subsidiary of the ITV companies.

Anglia and Yorkshire are believed to be seriously considering backing the ITN bid. Scottish Television has been approached but is considering its position.

To add to the complexity two of the new franchise winners are planning bids. Carlton Communications may bid with Intelfax, which provides the information for Channel 4's teletext service.

MAI Broadcasting, the company behind Meridian, winner in the battle for the franchise

for the south of England, is also considering involvement in a bid, as is TV-am, the loser of the commercial breakfast franchise.

Some ITV managing directors believe the situation is "totally dotty". Others suggest that by mounting more than one bid they will have a better chance of winning.

The government decided that the commercial teletext franchise should, like the ITV franchises, go to the highest bidder. Bids are due at the Independent Television Commission by January 20.

The prospect of some ITV

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IRA bombs fail to break Belfast's heart

But despite the stoicism Tim Coone finds growing concern at the terrorists' campaign

BUSINESS as usual signs pasted over boarded-up shopfronts greet 1992 in Belfast's city centre.

Shoppers glance upwards with curiosity at windowless office blocks, as workmen scoop up piles of shattered glass with shovels and rip out warped window frames with month before in response to

the new year started with two explosions in the heart of the city. Between them they are likely to cost the British taxpayer some £15m in indemnity payments.

The two IRA bombs which devastated two Inland Revenue buildings and damaged scores of shops, offices, restaurants and bars at the beginning of the week, have created an atmosphere reminiscent of the war time Blitz.

But behind the doughty resilience of this city's population, now accustomed to the tribulations caused by 22 years of IRA bomb damage, there is growing concern over the government's security policy and its response to the renewed IRA bombing campaign which its leaders have warned will intensify this year.

The area manager of Guardian Royal Exchange, whose offices were extensively damaged in Monday's blast, said: "There is a feeling in the business community that the security forces could do a little bit better and that it is time to take the initiative and go after

these guys".

Unionist leaders made calls this week for stepped up security to focus on Republican strongholds within the city. Criticism has been levelled at the army for withdrawing 500 troops just before Christmas, brought into the province one month before in response to

Part-time soldiers of the Ulster Defence Regiment were called out yesterday for full-time duties in Belfast after a spate of terrorist violence

writes David White. The measure, which follows demands for army reinforcements in response to recent IRA bomb attacks, affects several hundred soldiers belonging to two UDR battalions in the greater Belfast area. Britain currently has 10,800 regular troops in northern Ireland, plus 6,100 UDR members, of whom about half are part-time.

the renewed campaign.

That criticism may be shared at senior levels within the Northern Ireland Office (NIO), the government body responsible for the administration of the Ulster province which foots the bills for the IRA attacks. Insurance companies stopped providing cover for bomb damage in the 1970s.

These bills have been rapidly mounting. Last December the NIO announced a moratorium until next April on capital

spending in the province in order to meet the costs of the clean up of firebomb attacks. A major bomb badly damaged the Europa hotel and the Grand Opera House in the city centre on December 5th.

The manager of a leading glazing firm in Belfast said: "That bomb caused some £5m in damage, about 30 per cent of it in glass. What we are seeing is as bad as we had in the 1970s, although it was more continuous then".

In the 1990/91 fiscal year, the NIO paid out £22.7m pounds in indemnities for property damage in Northern Ireland. The damage from the bomb attacks in Belfast's city centre in the past month alone is officially estimated at some £15-£20m.

Mr Richard Needham, the NIO's minister for economic development, remains upbeat. There is no intention to change the NIO's policy on indemnification, which amounts to an open-ended commitment, and he optimistically views the bombing campaign as an opportunity to reconstruct Belfast's city centre.

The process of compensation is slow however. The owner of Joxor's bar and restaurant, just around the corner from the Europa hotel, has had his windows blown out three times in four weeks.

He says the total cost will come to some £20,000 and on past experience it will probably

take up to two years before the NIO compensation is paid in full. He smiled: "The bank manager has been very sympathetic - he's had his windows blown out as well".

Close to Joxor's is Windsor House, the tallest office block in Ireland, and home to the Inland Revenue as well as the

Irish Revenue and Customs

better than expected for most, and the NIO's indemnification policy allows tradesmen to view their reverses with a detached black humour.

Should the bombing cam-

paign continue, as threatened by the IRA, many businessmen do nonetheless fear a downturn in trade. They say intensified security checks causing traffic congestion, often cause more disruption than the bombs themselves.

Mr Needham believes the IRA's latest campaign is an act of desperation and that the tide has turned against them: "They cannot hope to win power as they once did, with the Armalite in one hand and the ballot box in the other. Their support is falling. They are terrified of a schism in their ranks. If they give up what can they bargain with? Their alternative is to carry on with a policy knowing they cannot win".

Is Sinn Fein, the political wing of the IRA, hoping to bomb its way to the negotiating table? "There is no possibility that while they continue to support violence," said Mr Needham. When asked about statements made this week by Mr Martin McGuinness, a Sinn Fein leader, who said that his party will "make it as easy as possible" for the British government to open a path to the negotiating table, Mr Needham replied: "We are living in interesting times".

EC commission in Northern Ireland and numerous private offices, which was extensively damaged in last Sunday's blast. Some 1,000 people work there. Plywood eyes now stare out over the city where the windows once were. Piles of paper litter, blown off desks and out of filing cabinets, lay in sodden heaps in the winter rain.

Despite the disruption, there

remains an air of determined optimism. Christmas trade was

SOUTH AFRICA

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Driving away in comfort

Interior lighting and air conditioning, two elements of cars which usually receive little promotional attention from their manufacturers, have been the subject of intensive development by research engineers at Nissan.

The results of their efforts provide another example of how Japanese manufacturers are prepared to probe into unlikely nooks and crannies of product development in search of market advantage.

The interior lighting comprises a computer-controlled system with an array of functions which "welcome" occupants aboard and make it easier to find small objects which often roll under seats.

The air-conditioning system has the ability to simulate a natural breeze, while taking account of weather conditions outside.

Nissan claims to have spent three years developing its interior lighting system, which uses 21 light sources scattered around the car. It has been designed according to two criteria: to facilitate activities such as map reading, and to create a comfortable ambience.

Aircraft-style roof spotlights are provided for driver and front passenger. Because such concentrated light over a small area can produce eye strain, soft bands of "fill-in" light can be projected on to the roof lining from the pillar areas. The floor and under-seats are illuminated by indirect lighting.

The air-conditioning system, which sees its first use in Nissan's new CIMA Type 3 luxury saloon, is impelled into the interior by a fan through a network of four ducts. The fan is micro-processor controlled both to vary its speed, apparently at random, and to adjust itself in response to temperature changes and sunlight.

The four ducts are covered by motor-driven louvres. These can change the direction of the impelled air and its "focus" from highly concentrated "spot" delivery - used when occupants first get into a hot car - to a more diffused type, with the air flowing gently back and forth across the car.

John Griffiths

Several years ago, acoustic consultant Jim Griffiths was watching the rock band AC-DC in concert and told the sound engineer that the music was too loud, distorted and muffled. "He said 'brilliant' and thanked me," says Griffiths.

Not so these days. Quality is at the forefront of concert technology and the archetypal modern sound engineer will be an expert technician, have a flair for acoustics and be in bed by 9.00.

"The intelligent engineers

are the ones still touring," says Griffiths. "The physics might be the same, but the technology to tackle the problems has changed and with it the role of the engineer. They can't afford to have hangovers."

The pace of technological change in the concert hall has been dictated by developments in digital electronics and other equipment for recording studios. There have also been advances in other facets of the sound process and, in particular, the attention paid to acoustic technology.

Despite the engineers' metamorphosis, the actual procedure for staging a concert has changed little over the past decade. All instruments are plugged into a stage box - an electronic collection point which contains a pre-amplifier to boost the signal. The signal is split, one half going to the main "front of house" mixing desk and the other to a smaller mixing console which serves the performers on stage. At the main mixing desk an engineer processes the sound through filters, effects and the main amplifier. The level of sound is then set and the signal passes to the main PA (public address) speakers.

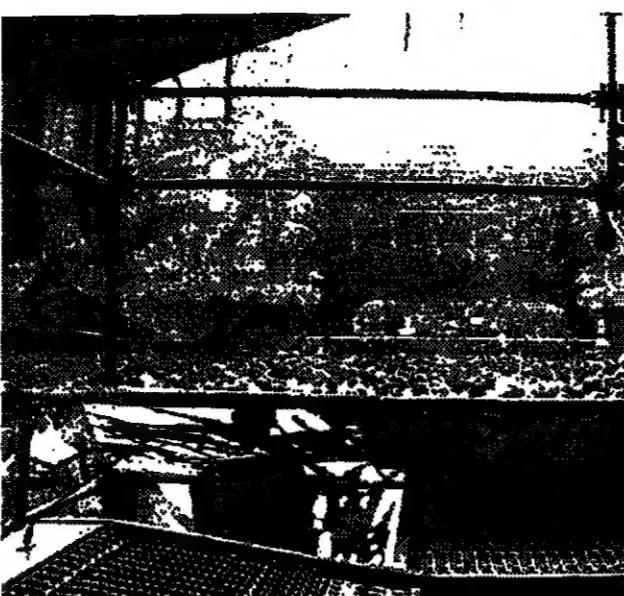
Concert sound quality of all musical persuasions in the 1960s, 1970s and early 1980s was dictated by the size of the amplifiers, small by today's standards, which were frequently turned up to full volume and carried consequent distortion. Further sound quality was eroded by the use of traditional electronic components like copper wires, valve technology and the poor siting of speakers.

But in the early 1980s developments in digital technology began to filter their way into the recording studio. Before long, artists had begun to demand the same equipment live to reproduce their studio performance.

Most mixing consoles still use analogue technology, but augmented by an increasing amount of digital equipment,

Christopher Price explains the way technology has changed the nature of music

Sound and the fury



Artists from Iron Maiden to Frank Sinatra demand state-of-the-art systems at their concerts

particularly in effects units, amplifiers and transformers. Technicians have also concentrated their development efforts on nearly every other aspect of the production process. "While there hasn't really been a great leap forward in any one direction, there has been a great amount of fine tuning in most areas," says Steve Spencer, sales manager at Britannia Row, Europe's leading concert equipment hiring organisation.

Speakers, for example, are being made lighter and more responsive by using ceramic instead of alloy magnets. Harder kevlar cones are replacing traditional paper ones. Many of the developments are being achieved by small, independent companies specialising in one or two areas of the production cycle.

Turbo sound, for example, is being made lighter and more responsive by using ceramic instead of alloy magnets. Harder kevlar cones are replacing traditional paper ones. Many of the developments are being achieved by small, independent companies specialising in one or two areas of the production cycle.

Amplifiers have also benefited from development. "The improvement in amplifiers in the last 10 years has been quite considerable," says Jon Lemon, an engineer who has worked most recently with the Pet Shop Boys and Level 42. "They're now producing a clearer defined signal."

Amplifiers have also benefited from development. "The improvement in amplifiers in the last 10 years has been quite considerable," says Jon Lemon, an engineer who has worked most recently with the Pet Shop Boys and Level 42. "They're now producing a clearer defined signal."

Artists from Iron Maiden to Frank Sinatra demand state-of-the-art systems at their concerts

sharper, cleaner sound with much greater power due to better components."

Technological developments are only part of the story. Griffiths, who works for Travers Morgan, one of a growing number of acoustic consultancies, says there has also been a change in attitude by production staff to the physics of concert quality. "Engineers are looking at acoustics much more. It's not enough to have two stacks of speakers at a venue pointing at the audience and hope the sound will be alright, because often it won't, even with the most advanced

systems."

The concept driving better quality is "line array", which determines the coverage pattern of the speakers and gets the best coverage of sound to a particular area. To achieve this, engineers employ an Audio Spectrum Analyser (ASA) which measures the depth and level of sound across a given area. It divides the concert hall space into octaves in the range of 20Hz to 20kHz.

Pink noise - made by a sound generator and reminiscent of the hiss of compression brakes - is generated through the speakers. Microphones, connected to the ASA at strategic points in the auditorium, measure the amount of pink noise. An LCD display then tells the engineer which areas of the hall need compensating.

It is areas such as sound compensation where the development of digital technology, and in particular digital signal processing (DSP), has made itself. DSP works by converting sound signals into a digital data stream which is fed through computers and manipulated by the engineer.

Spencer reckons that a modern sound system for a major concert tour will cost in the region of £750,000 - twice as much as it did a decade ago. But there have been major savings along the way. "Smaller and lighter equipment has meant a considerable saving on transport and labour costs," he says. "A major tour today will use just one articulated lorry for the sound equipment where four would have been needed a decade ago."

One effect of the improved quality has been the demands of performers. All want the top-of-the-range state-of-the-art systems at their concerts. Iron Maiden and Frank Sinatra both used the same system on their last tours," says Spencer. "Ten years ago one would have approached the problem of their sound needs differently, but not anymore."

At the wheel of a virtual car

NEC, the Japanese electronics company, has developed a virtual reality network system to enable designers in multiple locations to work together in real time, designing three-dimensional objects, writes Steven Butler.

The company has written software for the design of a car body which, when goggles are donned, appears in a high-definition computer screen. The parts of the car can be manipulated and reshaped by moving hands inside gloves attached to sensors. On the screen, what appear to be disembodied gloves actually move the objects about.

The breakthrough, say NEC scientists, came in reducing the information flow between remote computer terminals so that the exchange could be handled by ordinary engineering work stations.

Designers working at any terminal linked together can each reshape objects on the screen at the same time.

NEC admits the system is still fairly primitive and is unlikely to have commercial applications for several years. The level of detail on the screen is low, and the gloves are still not sensitive enough.

One goal will be to increase the size of the system so that objects, like cars, can appear in three dimensions at full size.

Thumbs up to control device

A TINY control device, just 1.6 inches square, could replace the ubiquitous computer mouse for use with laptop computers.

The Thumbeeline incorporates a mini-trackball, which can be moved around using the thumb while the device is held in the palm of the hand. Two buttons on the surface enable the user to "click" on to files. A third button enables the user to highlight changes of text or data by "clicking" on to the beginning of the section and a second time at the end.

Because it has a three-foot long cable the Thumbeeline, which has been developed by Apptek, of Palo Alto, California, and is sold in the UK by KSI, of Milford-on-Sea, Hampshire, can also be used for giving presentations.

R&D spending growing slowly

SPENDING on R&D in the US in 1992 will grow in real terms by less than 1 per cent over 1991, according to the annual forecast from Battelle, the Columbus, Ohio-based research organisation.

Battelle predicts that annual spending will reach \$15.6 billion (\$23.6bn) this year, an increase of just 2.5 per cent on the \$15.1bn that the National Science Foundation estimates was spent on R&D in 1991. When inflation of 2 per cent is taken into account, this reduces the increase to less than 1 per cent - compared with the 3.3 per cent average annual increase in spending between 1981-91.

Industrial funding will account for 51.6 per cent of the total, says Battelle, with federal funding accounting for 43.3 per cent.

LCD heads for the big screen

A LIQUID crystal display big enough for the screen of a portable television set, has been developed by Sharp Corporation in Japan.

The 16.5-inch screen uses thin film transistor technology in which each of the pixels (picture elements) that make up the screen is controlled by three transistors - one for each primary colour. The latest Sharp picture has more than 1.2m pixels and can handle wide-screen television broadcasts.

Sharp says the screen is also the first LCD one which can be used with personal computers for multimedia applications, combining data, video and sound.

Keeping DIY on an even plane

PROVING yet again that the simplest ideas are the most effective, a French company has combined a spirit level with a fine winder to produce a tool which could benefit even the most clumsy do-it-yourselfer.

The Fibreloupe, marketed by Rauch, of Paris, allows one person to check surfaces of up to 50 yards. A hook at the end of the fine winder - a length of string which - fastens the Fibreloupe to the surface to be checked. The fine winder is then unwound and the small spirit level slides along the cord. If the surface is not horizontal, the contact plane can be found by raising or lowering the fine winder.

Contact: NEC: Japan, 03 3494 1111; Aser: UK, 0442 50222; Apptek: 503 454 0000; KSI: 01202 546464; Battelle: US, 614 424 3992; UK, 071 493 0184; Sharp: Japan, 05 825 307; Rauch: France, 1 47 08 96 72.

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way" ran. An ordinary English reader would not consider that "a way upon or over land" was apt to refer to the permanent feature of a lake or river running through land, or would think of "land" as referring to the surface of the water.

THE MOTOR VESSEL P

(FT, December 11 1991)

The buyers had agreed to buy the P from the sellers by a sale contract in a memorandum of agreement (MOA) form but, by the completion date, the parties were at loggerheads over the ship's condition. The buyers obtained an injunction to give the sellers notice "forthwith" but the order should not take effect until the payment of the purchase price and/or delivery of the vessel. When the injunction was obtained it was believed the court had jurisdiction to make a Mareva order when the buyers, under an MOA were about to pay and take delivery, but they also wanted to make sure that a sufficient part of the price would remain in London. The Court of Appeal had since held that no such jurisdiction existed (see Veracruz 1, FT, November 19 1991). Further, the buyers were not justified in making the application except because they had nothing to lose by giving advance notice.

DEUTSCHE BANK AG v IBRAHIM AND OTHERS

(FT, December 17)

A charterparty was concluded between the defendant shipowners, domiciled in Belgium, and the charterers who commenced proceedings in the Commercial Court claiming damages because the shipowners had failed to nominate the vessel to lift the cargo. The charterers contended that "the place for performance of the obligation in question", namely the shipowners' contractual duty to nominate a vessel, was in London. They therefore applied to set aside the writ and service their application was dismissed. The Court of Appeal dismissed the shipowners' appeal who now appealed from that decision. Dismissing their appeal, the House of Lords stated that the obligation in question was the obligation to nominate a vessel, and that the place for performance of that obligation was in London. Accordingly the English court had jurisdiction under article 5(1).

They therefore applied to set aside the writ and service their application was dismissed.

The Court of Appeal

stated that the statements made in a document "admissible as evidence of the facts stated therein, of which direct oral evidence by them would be admissible" under the Act.

Refusing the application, Mr Justice Hirst stated that the principle object of Part I of the Act (sections 1 to 10) were to ensure that all first-hand hearsay statements were admissible provided certain conditions were fulfilled, and to allow second-hand hearsay to be received if contained in a record.

It would be highly anomalous if the principle

clearly enshrined in section 2(3), that oral statements

should be first-hand did not</

THE PROPERTY MARKET

Canada's coastal splash-out

By Bernard Simon

North America's property slump was not in evidence when 100 apartments in the Park View tower went on sale in Vancouver last November. Although the 25-storey building is still just a hole in the ground, every unit was snapped up within 10 days, at prices from about C\$225,000 to C\$750,000 (£105,000 to £350,000) apiece.

Park View marks the first stage of Pacific Place, Canada's biggest real estate development. The ambitious C\$2.5bn project on the southern fringe of Vancouver's business district is designed to turn the now-flattened site of the Expo 86 World Fair into a residential and commercial complex, sprawling over more than 200 acres.

If all goes to plan, the waterfront development will include 9.2m sq ft for 42 residential buildings and 3m sq ft for shops, offices and a 400-room hotel.

The sponsor of the Pacific Place project is Concorde Pacific Development, a company controlled by Mr Li Kashing, the Hong Kong magnate. Cheung Kong Real Estate, another Li Kashing company based

in Hong Kong, sold about half of the 100 Park View units to investors in the Far East, while the Park View development is being financed by Hongkong Bank of Canada, a subsidiary of Hongkong & Shanghai Banking Corp, of which Mr Li is deputy chairman.

The response to the Park View offering might have been less enthusiastic were it not for a widely held perception that Vancouver is on the verge of a period of explosive growth. Property developers compare the future of British Columbia over the next decade or two with California in the 1950s and 1960s.

The population of Canada's most westerly province is already growing faster than in the country's other 10 provinces, rising 2.7 per cent in 1989 and by about 2.6 per cent in 1991.

Many of the new arrivals are from eastern Canada, drawn by the more temperate weather and easy-going lifestyle. But there has also been a huge influx of immigrants from Asia, especially Hong Kong, in the past five years.

Far Eastern money has already left its mark on the Vancouver sky-

line. Three quarters of the city's hotels and dozens of office buildings, shopping malls and apartment buildings are owned by Asian investors. Hong Kong and Japanese developers have been the most active, but Mr Jon Markoulis, vice-president of Concorde Pacific, says there has been growing interest recently from Singapore and Taiwan. He estimates that foreign investment currently accounts for 25-30 per cent of all property sales in the city.

Mr Li and his partners bought the Pacific Place site from the British Columbia government in 1988 for C\$80m. Concorde Pacific made a down payment of C\$50m, with the rest to be paid between 1994 and 2003. Bank of Montreal has promised construction finance for the second residential tower. Canadian Imperial Bank of Commerce is among the minority shareholders in Concorde Pacific.

Development of Pacific Place is scheduled to take 10-15 years. Construction of the first building is six months behind schedule, but Mr Markoulis blames a complex municipal planning approval process, rather than a soft market. He says that Concorde Pacific's plans for the project as a whole have not slowed down at all.

Pacific Place is separated from the central business and shopping district by almost a mile of run-down warehouses and light industry. But Mr Markoulis rejects any comparison with London's Canary Wharf. He describes Pacific Place as

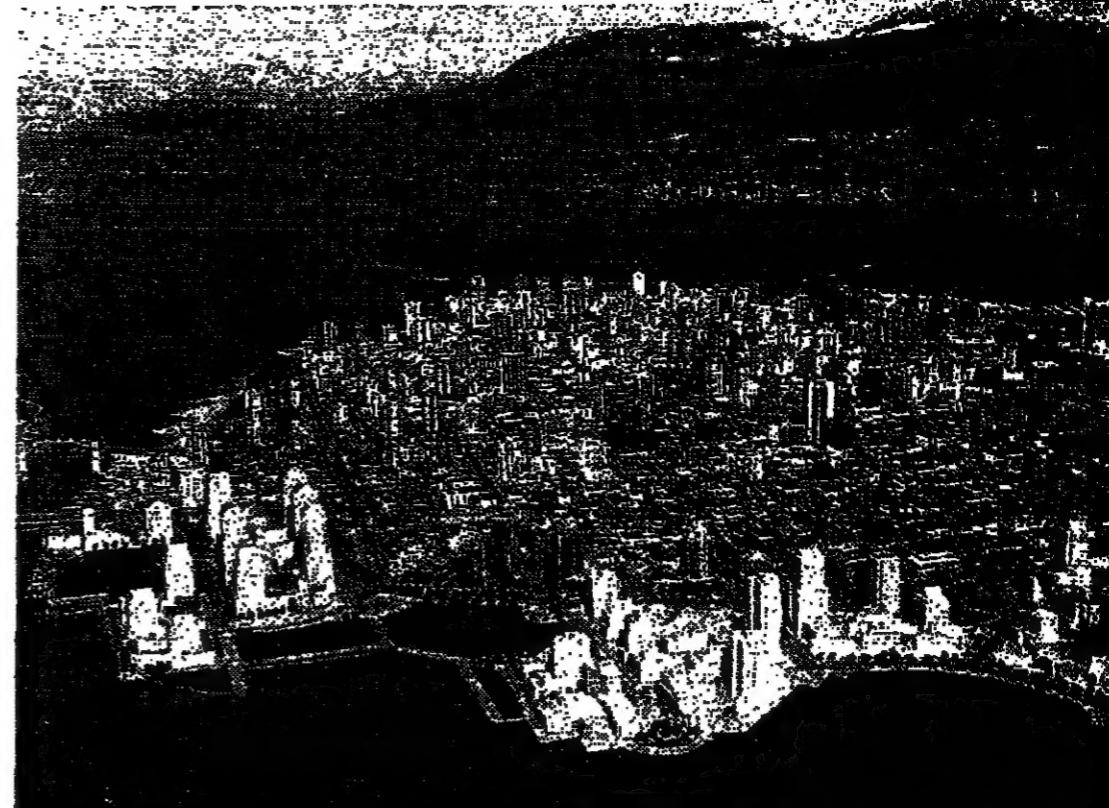
an "in-fill" project, rather than one stranded far from the city's existing hub. A commuter rail station built for Expo 86 is adjacent to the site of the proposed hotel and the project's commercial core.

Overall, Vancouver has not escaped the downturn in the North American property market. According to Colliers Macaulay and Nicolls (CMN), a large real estate broker, the downtown office vacancy rate is 14 per cent. While nominal rents for office space in the C\$500-a-square-foot inducements (which can total as much as three years of rent on a 10-year lease) almost halve the effective rate.

"There has been a decided cooling towards investment in office properties," says Mr Ray Ahrens of CMN's office leasing group. The commercial component of the Pacific Place project is unlikely to be built before the mid-1990s.

Optimism is high, however, that the recovery, especially in the residential market, will be more vigorous in Vancouver than in most other parts of the continent. Even now, the white and yellow signs which advertise developers' re-zoning applications are as eye-catching in the downtown area as the "for sale" and "for lease" notices.

Across town from the Concorde Pacific project, a Canadian developer, Marathon Realty, is in the final planning stages of an 82-acre development known as Coal Har-



A new look to the forefront: an artist's view of the Pacific Place development

bour. Marathon received zoning approval in early December for the first phase of the project, consisting of six residential towers spanning three city blocks.

Coal Harbour, most of which used to be a railway marshalling yard, has the advantage of a spectacular view across Burrard Inlet to the snow-capped mountains which dom-

inate the Vancouver skyline. Marathon expects to start selling fully serviced sites next year and, barring a further weakening in the market, construction is due to start towards the end of 1993 or in early 1994.

No buildings have yet sprouted

on the desolate Expo 86 site, but Pacific Place has already become a

magnet for other developments. Eight blocks of flats are going up nearby, and the Vancouver city council has decided to move the main municipal library to a site adjacent to the project. Rundown warehouses in the vicinity are also gradually being transformed into restaurants, design studios and upmarket shops.

RENTAL GROWTH (%)			
Retail	Office	Industrial	All Properties
Year to Nov '91	-0.5	-7.6	0.0
Quarter to Nov '91	-0.5	-3.6	-0.7
Month of Nov '91	-0.1	-1.0	-0.5

Source: Investment Property Database

The 3rd Annual International Property Market

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INSOLVENCY ACT 1986

Resolutions of

WELFORGE LIMITED PASSED 5 December 1991

An extraordinary general meeting of the above named company duly convened and held at Grand Hotel, Colmore Row, Birmingham, on 5 December 1991 the following resolutions were passed: No. 1 as an ordinary resolution and No. 2 as an extraordinary resolution:

1. That it has been proved to the satisfaction of this meeting that the company cannot, by reason of its liabilities, continue its business and that it is advisable to wind up the company and THAT accordingly the company be wound up voluntarily.

2. That D. J. Corney, of Cork City, 43 Temple Row, Birmingham, B2 5JT be and is hereby appointed liquidator of the company.

Dated - 5 December 1991

Warren Dunn - Chairman

At a meeting of creditors held on 5 December 1991 the creditors confirmed the appointment of D. J. Corney as liquidator.

Dated - 5 December 1991

Warren Dunn - Chairman

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ARTS

Drawn to conclusion

Susan Moore on the cream of the Courtauld collection

A according to the gospel that the next art is spontaneous and inspirational, drawings should reveal artists at their most creative and the more swiftly executed they are the better. Any subsequent polishing represents a watering down and loss of the initial divine spark.

Drawing may indeed be the automatic writing of art, yet the first draft is not invariably the last word. The sequence of 50 sheets on show at Somerset House, which represents the cream of the Courtauld collections, serves as a reminder that drawings were also conceived as stepping-stones in a process leading to the creation of a fresco panel, canvas or print. On occasion they were deemed finished works of art in their own right. Here is abundant evidence that drawings may be finished without being dry, polished, but not pedantic.

The sheets on view veer towards the highly finished and reflect the tastes – as well as the generosity – of the Courtauld Institute's great benefactors. All the early Netherlandish and Italian drawings – like the ethereal Hugo van der Goes, the minimalist, almost Rembrandtesque Fra Bartolomeo landscapes in pen and ink; Dürer's Wise Virgin and an extraordinary Giovanni Bellini – were bequeathed in 1928 by Count Antoine Seiller, along with the Rubens, Parmigianino, the Tintoretto and Vanitas.

Sir Robert Witt spent the more modest means at his disposal acquiring them unfashionable Guercino, and highly decorative 16th and 17th century Northern landscapes. The short but spectacular run of English watercolours – including J.R. Coates's infinitely subtle view of the Castel Sant'Angelo – came from William Wyllie's bequest. Anthony Blunt gave Bernini's unaccus-

able Baroque project for the east facade of the Louvre.

The Courtauld drawings, far less well known than their painted cousins, are remarkable by any standard. This celebratory show was originally planned to coincide with the opening of the new galleries in 1990, and to inaugurate the Institute's first proper drawings gallery. That proved impossible, and the show was postponed until this winter. Sadly the event seems to be slipping by almost unnoticed: the gallery was forlorn and silent. It will probably be another decade before these or any comparable selection of masterpieces are shown again.

Immediately striking is how many artists are seen at their best. Parmigianino's "Conversion of St Paul" is exceptionally large and elaborately wrought but also thrilling. The chaos and terror of the moment as Saul falls from his horse blinded by heavenly light, is captured in quick, nervous lines, and the drama heightened by the contrasts of brilliant white bodycolour and sepias washes.

Guercino is represented by a study from everyday life of two girls drying their hair by fire; Piazzetta by characteristic large black chalk heads. Tiepolo illustrates his infinite verve and vitality in pen and ink and wash; Turner his virtuous watercolour technique with two grand English landscapes.

These artists are justly admired but prolific. The collection is remarkable for its rarities, the sheets from an earlier period when drawings were not valued or collected and tended not to survive. Giovanni Bellini's Nativity of the 1470s, carefully built up with a web of hatched strokes, for instance, is one of only three or four pen and ink drawings by the artist. He has endowed his Bethlehem with a skyline reminiscent of his native



'Seated Woman' by Cornelis Bega

Venice. Or and ass kneel to worship the Christ Child and warm him with their breath. Another handsome rarity is a compelling Holbeinesque portrait drawing by Lorenzo Lotto.

Most celebrated of all the Courtauld drawings, however, is Michelangelo's challenging allegory of "The Dream of Human Life" which, like so many of his presentation drawings, may have been given to his beloved Tommaso de' Cavalieri. It has been described as one of the finest drawings in the world, and as a technical miracle.

Such is Michelangelo's mastery that the sculptural central male nude seems less to have been created out of black chalk than concocted out of thin air. Michelangelo chooses to bring to the fore and fully model Man, who leans against a

gleaming marble globe, and the trumpeting angel. In the surrounding arc the ethereal voices seem distant and dreamlike and as if carved in low relief. This is evidently not a first draught, but it is the last word.

Master Drawings from the Courtauld Collections, sponsored by Toray Industries, continues at Somerset House until January 19.

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Peter Grimes

BAVARIAN STATE OPERA, MUNICH

Peter Jones's appointment as the next director of the Bavarian State Opera is already bearing fruit. He was able to offer Tim Albery's ENO production of *Peter Grimes* to the Munich company, after the well-considered plans for a Peter Hall/John Bayly staging were scuppered by difficulties in the stage hydraulics. The ENO *Grimes*, designed by Hildegarde Bechtler, does not require complex scene-changes, and the designers of this season's other new productions in Munich have had time to adapt their ideas to the reduced technical capacity. But the hydraulics problem has forced the State Opera to modify its existing repertoire – *Götterdämmerung*, for example, can only be played as a concert performance and November's revival of Penderecki's *Undine* was cancelled. In August, the theatre will close for at least half a year – possibly for the whole of the 1992-3 season – so that the hydraulics can be sorted out. All this comes only two years after the last lengthy closure for backstage modifications.

But it's an ill wind... *Peter Grimes* has handed the company one of its biggest triumphs of recent seasons. When the production was first seen in London in April, Max Loppert praised it here as eye-and-ear-opening, with visual qualities of a north European expressionist hue. Munich offers a very different context. German audiences are no strangers

to expressionist art or the language of Brechtian theatre, and have none of the performance tradition or wealth of associations which their British counterparts bring to *Grimes*. Yet the production's merits are no less striking.

Albery treats *Grimes* in a way no German director would dare to do. He brings the drop-curtain down during the interludes, preserving the integrity of Britain's graphic sound-pictures. He dispenses with incidental details of theborough and its personality, depriving the Munich audience of the work's quaint English colouring (which most German productions like to stress).

Instead, his abstract, anti-realist approach – particularly telling in the shadowy chorus personae – focuses on Grimes as one of the great tormented figures of 20th century opera, battling in vain against the destructive forces in himself, in society and the elements. Albery deserves credit for communicating his ideas so successfully to the Munich cast, who sang the work in English and made every word understandable (Mrs Sedley's "I've never been in a pub in my life before" raised a good laugh).

But this was just as much a musical triumph, thanks to Andrew Davis' idiomatic command of the score and ability to inspire the best from all around him. Choral and orchestral responses were crisp and full of conviction. Davis,



René Kollo as Grimes

who will also conduct the work at Glyndebourne next summer, lets the music speak simply and directly, supporting the quiet tragic grandeur and detailed characterisation that is missing on stage. Like the rest of the packed, enthralled house on the night I attended, I had never imagined this music could be so moving.

René Kollo brings to the title role an unexpressive humanity and considerable stage presence. His Grimes is neither brute nor visionary: he is lonely,

Andrew Clark

and his work from 1900-28. Ends March 8. Also Edgar Degas: 73 bronzes cast from a large number of wax and clay models found after the artist's death. Ends Jan 26. Closed Mon.

Rijksmuseum Rembrandt: a major exhibition bringing together paintings from museums in Berlin, Amsterdam and London, and capitalising on the latest developments in Rembrandt research and attribution. Ends March 1. Closed Mon.

BERLIN Martin-Gropius-Bau The Jewish World: a major exhibition documenting Jewish lifestyle and history as reflected in the political, social and cultural surroundings of different parts of the globe, and exploring the Jewish identity in thought, art and religion. Ends April 26. Daily.

Altes Museum Martin Schongauer: Engravings. An extensive exhibition marking the 500th anniversary of the death of Schongauer, the first great engraver of German art. Ends Feb 16. Closed Mon and Tues.

Nationalgalerie Otto Dix: a major retrospective marking the centenary of one of the towering figures of 20th century German art. Ends Feb 4. Closed Mon and Tues.

FLORENCE Palazzo Pitti Caravaggio: Birth of a Masterpiece. A serious-minded exhibition marking the centenary of the birth of the distinguished Italian critic Roberto Longhi, who spearheaded the current vogue for the Baroque master. Among the 19 oils on display are several "double versions" of the same picture.

such as The Boy Bitten by a Lizard – one belonging to the Longhi Foundation in Florence and the other from the National Gallery in London, both of certain attribution; and the fine Card Players, lent by the Kimbell Art Museum at Fort Worth. Ends March 15. Closed Mon.

Palazzo Strozzi Gustav Klimt: The exhibition includes not only the over-reproduced but decorative and inventive female portraits for which Klimt is best known, but examples of his pastels, drawings, theatre sets – and a replica of the Beethoven frieze (painted for an exhibition of the Secessionist movement in Vienna in 1902) which was made recently to be shown at the 1992 Seville Expo. Ends March 8.

HANNOVER Forum des Landesmuseums:

Venice's Fame in the North: a major show of 155 outstanding Venetian 18th century paintings and drawings, on loan from an international range of museums. The selection represents most of the major figures of the period from Carlevaris to Tiepolo and Piranesi. Ends Feb 2.

LONDON Victoria and Albert Museum The Art of Death: Objects from the English Death Ritual 1500-1800.

An exhibition illustrating the response to death in the post-Reformation period, when people acknowledged their own mortality more openly than today.

The V&A says the exhibition is intended to generate debate about what has become one of the last great taboos of modern British society, and to encourage the public to re-examine the role and

nature of the modern death ritual.

Ends Feb 15. Closed Sun MARTIGNY Fondation Giacometti: the treasures of goldsmiths' work and ceramics bear witness to the refined civilisations in ancient Colombia. Ends March 8. Daily.

NATIONAL GALLERY Paula Rego: six acrylic paintings and more than 30 small works on paper by the museum's first associate artist. Ends March 1. Also The Queen's Pictures. Ends Jan 19. Daily.

MADRID Fundación Juan March Richard Diebenkorn: retrospective of the American artist (1922) covering the years 1949-1985. The 52 oils in the exhibition illustrate the development in Diebenkorn's work from abstract expressionism to a more figurative style. Ends March 8. Daily.

Centro de Arte Reina Sofia Lyubov Popova: more than 100 paintings and works on paper by a leading figure of the early 20th century Russian avant garde. Ends Feb 17. Closed Tues.

MANCHESTER Whitworth Art Gallery Michael Porter: Close to the Ground. An exhibition of new work by an artist whose ability to focus on a specific location of Derbyshire woodland has led to a body of work of extraordinary intensity. Ends Feb 29. Also Linocuts by John Muafangejo: a tribute to the life and work of the South African artist, reflecting his own private struggles as well as the public conflicts of his country. Ends Feb 8. Also Girtin and Turner: a chance to compare the watercolours of both artists until Girtin's premature death in 1802.

TUNISIA

Centre Pompidou Max Ernst retrospective, with 260 collages, paintings and drawings showing the great Surrealist painter revealing in the subconscious.

Ends Jan 27. Closed Tues.

MUSÉE DES ARTS DE LA MODE Elegance and Fashion in 18th century France: sumptuous materials and dazzling craftsmanship characterise the 80 exhibits from French Regency to the Revolution. Ends March 31. Closed Mon and Tues (107 rue de Rivoli).

MUSÉE D'ART MODERNE DE LA VILLE DE PARIS Alberto Giacometti (1901-66): an exhibition illustrating the Swiss sculptor and painter's despairing search for an adequate representation of the human

The Marvellous Boy

BUSH THEATRE

Thomas Chatterton was an extreme example of the phenomenon of doomed youth. When he died, by his own hand in 1770 at the age of 17, the precocious Bristolian was the author of a series of pseudo-medieval poems and a forged correspondence involving a 15th century monk which was so convincing that it kept the scholars quarrelling for years.

According to Keats, who dedicated *Endymion* to him, he was "the purest writer in the English language". To Wordsworth, he was "The marvellous boy! The sleepless soul that perished in his pride."

Hence the title of this show, which paints Chatterton as not a marvellous at all but a tittering, capricious whelp, not unlike Peter Shaffer's portrayer of that other prodigy, Mozart, in *Amadeus*, but with the scatology.

To a certain extent, *Precious Parts* have a point. The conception of Chatterton today is dominated by the Henry Wallis

painting of 1856, which shows a Byronic youth trailing decorously over the edge of his deathbed. The fact that his death, by poisoning, would certainly not have been decorous presents an intriguing counterpoint to his enshrinement in the romantic imagination.

In their attempt to get to grips with Chatterton, this Bristol-based company confronts his family after his death – his widowed mother, his passionate and embittered sister and, most bizarrely, his paternal grandmother (played by a man), whose semi-delusions are seen as tracking into the precocious fantasies of her two grandchildren.

This then is a play about the power politics of the imagination. The thesis is that the fictitious Thomas Rowley was the creation of the childhood games of Thomas and his sister Mary. He, being a boy, was sent to charity school; she, being a girl, was not, so it was he who acquired the skills to

make something of the fiction. Rowley is represented as a spirit invoked by the two children in a local church: a capella singing of Latin masses sets a quasi-mystical scene as ancient figures are conjured from their tombs into recitations in middle-English.

This does not, of course, explain how a teenage boy living in the mid-18th century came to master medieval language. More seriously, it is hard to suspend disbelief far enough to admit Tim Crouch's Thomas, who is bumptiously unappealing in his assumption of childlike moods and mannerisms.

Julia Limon's production is simply not strong enough to carry off the inversions that lead to a boy who looks years older than his mother (Celia Wale) and a grandmother (Luke Williams) who seems designed to keep the whole piece on the level of travesty.

Claire Armitstead

Sweet Desserts

NEW END THEATRE

The last time I went to Hampstead's ever hospitable New End Theatre, it was staging a play about Sophie Tucker and bad plates of lip-shaped candies lying around; for this scrumptious two-handed adaptation of Lucy Ellmann's novel *Sweet Desserts*, the foyer is choc-full of naughtiness. Guilt comes, as guilt does, by the packet or the scoop: by the time the audience is seated in the theatre, it has slumped neatly into three camps – the binger, the banter and the effortless abstainer. For the bingers and banters, at least, it is a treat, unnecessarily repetitive towards the end, but providing little thrills of recognition while tweaking insistently at those little hairs at the nape of one's neck.

Ellmann's novel is a stylist's confessional, about growing up and coming to terms with all the difficult things in life – like siblings and sex and the curious magnetism of the fridge. In the over-subscribed tradition of foodie-fantasy it stands apart, belligerently odd in style and structure, a parody of its own genre, but with an unmistakable ring of truth.

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Elizabeth Lynton and Charlotte Jones

some surprise that she is not in fact tubby at all.

They must have had as much fun assembling their soundtrack as Ellmann had pasting in the shards of instruction, poetry and agony-aunt letters that punctuate her story. For the purgatory of dieting, Mozart's Requiem; for the death of the girl's mother, throat-catching Tammy Wynette; for the various men in their lives a Peter and the Wolf-style sequence of signature tunes ranging from *Match of the Day* to "Nessun Dorma". It is hardly heavy-weight stuff, but it provides an acute sideways look at what one could dub the culture of sex and drugs and rocks and rolls.

Claire Armitstead

King's Consort

QUEEN ELIZABETH HALL

It is no longer enough to mark a composer's anniversary with performances of one or two works. A recorded edition of his complete œuvre is the least that seems to be acceptable and The King's Consort is duly engaged on a substantial survey of Purcell's music in preparation for the tri-centenary of his death in 1695.

The group's concert on Wednesday marked the completion of its project to record the Odes which has taken five years. The choral music is not to follow. One can argue that a less organised approach by various different performers would ultimately yield more insight. But where the performers before the orchestra are allowed to start the Overture and at the end the words "his fame shall vanish" provoke a delicious final paragraph that simply fades away.

The Odes were written as occasional pieces marking the birthday of the Queen or laud-

ing the King on his return to Court. The poetry is often weak and embarrassingly fawning by today's standards. But the opportunity to hear all that seems to be acceptable and the Odes does enable us to judge how rarely Purcell let his standards slip, even for the least auspicious occasion.

This programme opened with *Why are all the Muses mute?*, written as a welcome Song for King James in 1685. It is not one of the most memorable of the genre, for it lacks well-made tunes, but Purcell's inspiration is never dormant: the opening lines are appropriately declaimed by the singers before the orchestra is allowed to start the Overture and at the end the words "his fame shall vanish" provoke a delicious final paragraph that simply fades away.

Together with Come we Sing of Art it gave a good idea of The King's Consort in action. Robert King is not ambitious for the music, as other Purcell supporters such as Gardiner and William Christie are in their different ways, but he directs agreeably stylish performances of good technical quality. His solo singers add a touch of class and the crowded hall will have enjoyed James Bowman and Michael Chance together in "Sound the trumpet".

For the larger of

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Friday January 10 1992

Kick-starting global growth

OF THE plethora of initiatives dreamed up by Japanese and US policy-makers over the last few days, their joint strategy for world growth is actually rather tame. Ignore the froth: the world economy is not on the verge of a depression, and panic measures by worried governments would probably do more harm than good. Both the US and Japan have already taken the necessary steps to ensure that their economies will grow in 1992; the "package" contains nothing new.

It is the growth-starved countries of western Europe, not the US or Japan, that need stimulus. It is these countries which are desperate, seeking policies for a year-inflationary growth. This year. Judged by the negative European reaction to Mr David Mulford's plea for them to join the pro-growth club, he could be forgiven for thinking that growth in Europe has become a dirty word.

The US Treasury under-secretary's pleas are nothing new. Washington has been trying to persuade the rest of the group of seven industrialised countries to cut interest rates and use fiscal policy to relate the world economy, for the best part of a year. Meanwhile, the Federal Reserve has been practising what the administration has preached. A succession of interest rate cuts has reduced US real rates to below 1 per cent.

The US has little room to manoeuvre a fiscal refraction. The joint communiqué does confirm that a pre-election US tax package will be announced later this month. But the size of the US fiscal deficit, and the risk that relaxing policy might actually raise US long rates, mean that the package will largely consist of pre-election loopholes.

Play along

Japan has so far been the only country willing to play along with the US. Its monetary policy has eased steadily over the past year, with the latest cut in the discount rate coming just before Mr Bush arrived in Tokyo. Predictable politics but also precisely the right policy for Japan. Yet once again the communiqué says little new about Japanese policy. The promise to ease fiscal policy in

Educating the majority

NATIONAL TESTING reaches state secondary schools this year, with most 14-year-olds due to sit pilot tests in mathematics and science in June. English and technology will be added next year, when the tests become compulsory, and history and geography will follow in 1994.

The tests are welcome, and should help to monitor and stimulate pupils' progress at a time crucial to their prospects of success in public examinations. Less satisfactory, however, is progress in two other vital areas in 11-19 education: the creation of an effective "vocational route", and reform of A-levels.

Mr Kenneth Clarke, education secretary, believes as "a myth" any belief "that the education system across the rest of Europe is somehow perfection compared with our own".

Lump school-leavers together with sixth formers, he told a Commons committee last month and "we are absolutely in line with the crowd for 16-year-olds" - with almost 90 per cent in full or part-time education or training.

Perfection is not to be found in this life, and there is no such place as "the rest of Europe". It is not, however, a myth that Britain's record in post-16 vocational education lags well behind that of France and Germany, to take concrete countries. And however you play the numbers game, Mr Clarke's 90 per cent is achievable only by lumping in all Youth Trainees (barely half of whom gain any qualifications at all), and that proportion falls dramatically among 17 and 18-year-olds. Put bluntly, British education abandons most school-leavers of average and below-average ability.

Lightweight

Britain's failure to develop institutions akin to Germany's *Rauhenschulen* (technical high schools) and *Berufsschulen* (vocational training schools) is at the heart of the problem. The government's current reform of vocational qualifications, particularly its promotion of new general vocational qualifications, are steps in the right direction. But early indications suggest that many of the new qualifications will be lightweight and far too job-spe-

cific. And since ministers refuse to countenance any compulsion on employers to train young employees, those in work will benefit little from them.

For 16-year-olds able to jump

clearly through the GCSE hoop, prospects are far brighter, with small A-level classes and a broad range of degree courses and universities all before them. But if A-levels are indeed, as Mr Clarke told the same committee, "about the one bit of the system which works at the moment", it bodes ill for the rest. For few now believe that three single-subject A-levels make for a satisfactory post-16 curriculum.

More challenging

More does not necessarily mean worse. A broader post-16 curriculum, including French, maths and a foreign language as compulsory courses, should prove more - not less - challenging to students than the status quo, and make the illiterate engineer, illiterate historian and monolingual everything figures of the past. The International Baccalaureate is an excellent and proven model: IB students study six subjects (including the above), three at a higher level and three as subsidies, and their final grade depends upon performance in all six.

Some wish to see a single baccalaureate as the goal of both "academic" and "vocational" students. But that is a lesser issue, except for those who believe that parity of esteem can be imposed by fiat. The priority is to promote reform on both fronts, without exacerbating fears that the A-level "gold standard" is to be debased in the process.

In any case, a greater barrier to mobility between the two routes lies in the division of post-16 students between sixth forms (offering only A-levels and GCSE re-sits) and further education colleges (many with poor academic records but catering for BTECs and other vocational courses). Pupils need to be more aware of choices open to them at 16 - which is why, of all the education cuts of recent years, those in local careers services are among the most damaging.

This is the third in a series on British education policy.

NO EXCUSE

A footnote to yesterday's Lombard column on this page about Robert Maxwell. In 1970 Price Waterhouse prepared a report on the gross overstatement of the profits and assets of the publicly quoted Pergamon Press. It was the backbone of the damning Board of Trade report on Maxwell.

It sounds as American as a blueberry muffin and almost as down-home and wholesome: "The amazing new car from Ohio," runs the advertising slogan, "that goes around corners, up hills and overseas."

The car in question is an estate model of the Accord, America's top-selling car, which is assembled in Marysville, Ohio, by the Japanese company, Honda. Since the launch of the estate version just over a year ago, Honda has been using this patriotic sales pitch in an attempt to woo the American public, saying the wagon is the first Japanese car entirely designed and built in the US. It is also the first Honda vehicle exported from the US to Europe, and some of the cars have even been sold to Japan.

The implication is that Honda is a thoroughly admirable US corporate citizen, busily creating American jobs. It has certainly gained that reputation in the decade since it became the first Japanese car company to set up a manufacturing plant (a so-called "transplant") in the US. Back in 1982 it has invested \$2.2m in the country and now employs 10,000 people. It says that 65 per cent of its vehicles sold in the US are manufactured in North America and that these have a 75 per cent local content.

This benign image is under attack, with US car parts manufacturers claiming that the domestic content of Honda's cars may be far less than the Japanese company maintains.

The issue of car trade between Japan and the US has been brought to prominence this week by the presence of leaders of the US auto industry - including the chairman of the Big Three motor manufacturers, GM, Ford and Chrysler - on President George Bush's trip to Japan. A crucial feature of the visit was the president's attempt to persuade the Japanese to buy more US parts and finished vehicles. In Washington, congressional Democrats have been pressing for tougher trade legislation against Tokyo, particularly to restrict US sales of Japanese vehicles. Japanese manufacturers now account for some 31 per cent of the US car market.

This advance has important implications for US-Japan trade relations. The auto parts industry is the largest manufacturing sector in the US, with 1980 sales of more than \$100bn, and the automobile sector accounts for three-quarters of America's \$41bn trade deficit with Japan.

With the US in recession and a presidential election fast approaching, political pressures are mounting for action on the deficit, particularly the automotive component of it.

In spite of all the huffing and puffing in Washington, the American public has an increasing taste for Japanese cars and suspects that many of the US motor industry's problems, at home and in Japan, are of its own making.

This explains the ferocity with which the US auto parts manufacturers have turned their propaganda guns on Honda's US operations. If this "transplant" pioneer can be shown to be less American than it seems, the case for restrictive legislation will be that much stronger.

Honda is under fire on two

fronts. The first involves a study by the University of Michigan, paid for by a lobbying body for the US auto parts industry. The study examined a 1989 Honda Accord assembled in the US and found that imports from Japan accounted for 38 per cent of the value of its parts, while a further 46 per cent was from Japanese suppliers which had set up plants in the US. A mere 16 per cent of the parts came from US-owned suppliers.

Honda disputes the figures - although it pleads commercial confidentiality in refusing to give its own - and says that in any case, they are out of date and that its domestic content has increased "substantially" since 1989.

The second controversy concerns the company's manufacture of small Civic cars at a plant in Canada, using some parts shipped from the US.

Many of the finished vehicles are then exported to the US and, under the terms of the US-Canada free-trade agreement, must have a 50 per cent north American content to qualify for duty-free entry.

However, a preliminary audit by US customs officials apparently estimated that less than 40 per cent of the car was north American and that the company owed \$20m in duties.

Again, Honda strongly denies the allegation and points out that the US customs

department has yet to lay down formal regulations as to just what constitutes north American content. The Treasury in Washington, to which the customs officials report, will only say that the audit is incomplete, involves "vastly complicated" legal and political issues, and will not be finished until February.

Customs regulations apart,

there is no requirement - other than political expediency - for Honda or any other Japanese automobile manufacturer with US transplants to buy a specific quantity of parts from local suppliers. Nor is there any requirement that these suppliers be US-owned companies rather than Japanese parts transplants, more than 300 of which have followed the automobile assembler to the US.

However, American critics charge that the assemblers and parts transplants have simply brought with them the Japanese keiretsu system, involving extended families of companies linked by cross-shareholders, directorships and business relationships. It is alleged that assemblers such as Honda, Toyota and Nissan set the prices for captive Japanese suppliers, some of which may be dumping parts in the US.

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British chancellors of the exchequer do not usually attract much sympathy. The person responsible for fixing the nation must also continue to work to diminish and gravity to reassure financial markets.

But it is difficult not to feel sorry for Mr Norman Lamont as he sets off today for a two-day meeting with Treasury ministers and senior officials at Chevening in Kent to start preparing his second Budget in March. Decisions made before the chancellor's appointment in November 1990 give him little scope to revive Britain's depressed economy, even though its plight is central to campaigning for the general election that must be held by July. Mr Lamont is forced into a very tight corner.

Britain's membership of the European Monetary System has placed monetary policy largely in the hands of the Bundesbank. The sharp increases in German interest rates before Christmas and sterling's position at the bottom of the EMS exchange rate mechanism mean that he has little hope of repealing last year's cut of three interest rates in the Budget.

The chancellor's scope for fiscal action is already limited by the move back into budget deficit this year. It may be further curtailed following his admission that the growth forecast in last November's Autumn Statement were "over-optimistic". That implies lower revenues and higher benefit payments and is bad news for the government's finances in 1992-93.

Unlike previous Conservative chancellors since 1979, Mr Lamont must draw up his Budget during a fierce election campaign. The 1986 and 1987 Budgets were announced before it was clear that there would be an election in those years. The prime minister's decision to leave planning until the final year of this Parliament raises the already strong political pressures on the chancellor.

Mr Lamont has also excluded various policy options – in part to reassure financial markets and partly from political conviction.

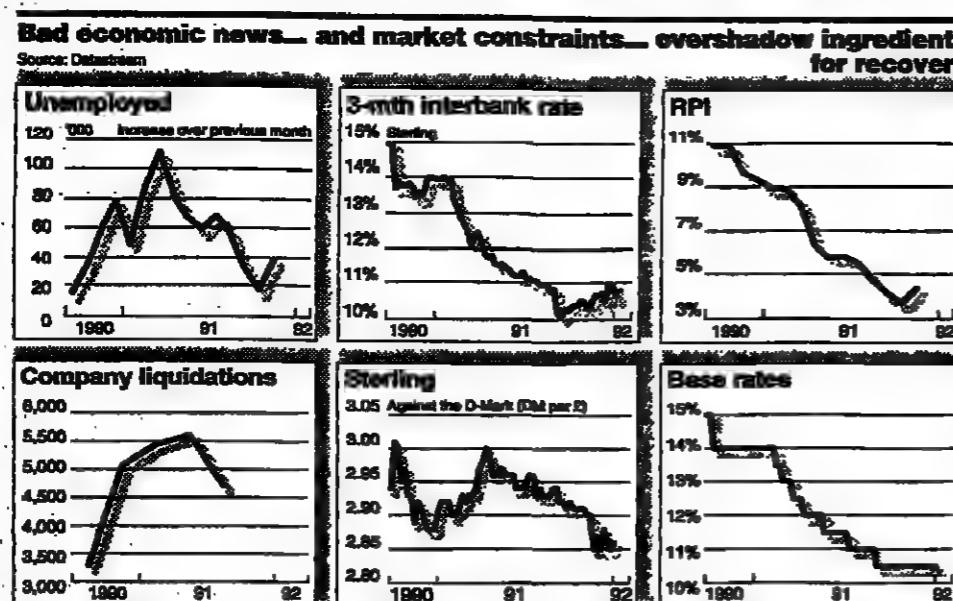
• He has rejected devaluation of sterling in the EMS even in the context of a broad realignment of member currencies.

• He has ruled out emergency measures to give the economy a boost, even though the government has powers temporarily to lower value-added tax and stimulate consumption.

• The chancellor has insisted that the government's pre-Christmas move to abolish stamp duty on most home sales until August does not

From tight corner to high wire

The chancellor is beginning to prepare his Budget under heavy political pressure, says Peter Norman



presage a more active fiscal policy.

• At a meeting this week of the National Economic Development Council he stressed the government's commitment to a balanced budget over the medium term and rejected calls for emergency state spending on training and infrastructure.

In the face of continuing bad news about the economy and pressure for the government to "do something" to boost activity, Mr Lamont has stuck to his belief that lower inflation, rising real incomes, healthier corporate finances and last year's fall in bank base rates to 10.5 per cent from their previous 15 per cent peak will bring recovery this year.

In a normal year, Mr Lamont might have pursued his interest in tax reform in the Budget. But this is unlikely in 1992 because of the election.

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threaten the Bank of England's sales of government gilt-edged securities have been strong in recent months, suggesting that this year's public sector borrowing requirement will be funded with ease, even if it exceeds the £10.5bn Autumn Statement forecast.

Although a bigger question-mark must now hang over the PSBR for 1992-93 (which is already expected to rise to around £20bn), the City seems to have overcome its earlier fears that the UK might be heading for several years of chronic deficit with the Conservatives in power.

Mr Lamont will therefore be studying some tax-cutting options at Chevening. One of the most politically attractive must be cutting the basic rate of income tax by one penny from 25 pence in the pound.

This would inject funds into the economy, mark out the Conservatives as the party of lower taxation and put Labour on the spot by challenging the opposition to raise taxes again, should it win the election.

However, a one-penny tax cut would be expensive – costing £1.5bn in the coming financial year. Its electoral appeal is uncertain. An opinion poll for the Independent news-

paper and BBC television's Newsnight programme this week suggested that most voters would prefer higher spending on public services.

Another option could be to raise the thresholds at which income is taxed by more than the statutory rate of inflation. Such an increase in personal allowances would have the advantage of taking some lower paid voters out of taxation altogether. The cost to the Treasury of changing all main allowances by 1 per cent would be £210m. With inflation at about 4 per cent, it would therefore be relatively cheap to increase the allowances by, perhaps, twice the rate of inflation. However, such an approach to tax cutting has less political impact than a simple rate cut.

The *Independent/Newsnight* survey found that voters would prefer a lowering of value added tax from its present 17.5 per cent to a cut in income taxes. But VAT changes are expensive – a 1 percentage point change in the VAT rate would cost £1.73bn in 1992-93.

Any cut would also look like a climb-down by Mr Lamont.

Like all chancellors, Mr Lamont has come under pressure from lobbying groups to help industry by introducing tax incentives for investment or, in the case of the motor industry, by abolishing the special car tax. The Treasury has always been hostile to the first idea because it would undermine the corporation tax reforms of the 1980s, while the car tax move would be expensive, costing about £1.3bn.

A more imaginative approach for helping business has been put forward by Mr Andrew Dilnot, the director of the Institute for Fiscal Studies.

He suggests easing the burden of the uniform business rate.

This is levied on companies whether they are making a profit or loss. The valuations underlying the rate were based on the boom conditions of the late 1980s and are now hitting many businesses, particularly in the south east, which have suffered declining property values during the recession.

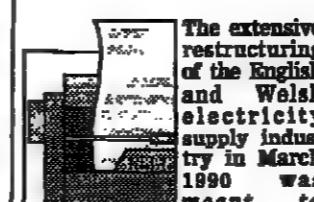
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Mr Lamont will make any final decisions about taxes at Chevening. What is certain is that the meeting will mark the start of a difficult period for the chancellor. On Sunday, Mr Lamont said: "I am determined to do everything I can to help the Conservative party to win the election, but what I'm not prepared to do is take risks with the economy".

His is a high-wire act, which the voters will judge later this year.

PERSONAL VIEW More power needed in electricity competition

By David Newbery



The extensive restructuring of the English and Welsh electricity supply industry in March 1990 was meant to make the industry more competitive. With growing public antipathy to the replacing of public monopolies with private ones – as with BT and British Gas – the government was under pressure to design a more competitive industry.

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What about the threat that such high prices would tempt new generators to enter? This does reduce the temptation for the generators to raise their prices. The best strategy for National Power and PowerGen results in an average pool price about 35 per cent above variable costs, but this is still sufficiently high to attract some SCW of entry by 1994. At these prices, National Power and PowerGen together have an operating surplus more than twice as high as in their last year under public ownership.

How might the privatisation have been better managed? If the fossil-fuelled stations had been divided into five equal-sized companies, each would have had a well-balanced set of power stations.

The effect would have been dramatic. The incentive to raise prices would have been almost eliminated and, looking to 1994, competition between the five would have kept prices low enough for an exit entry to take place. The average price in 1994 would have been 10 per cent lower than with the duopoly, but the main saving would have been on the extra investment cost of unnecessary new capacity. The country as a whole would be £250m better off each year. The profits of the generators would be slightly lower (by about £100m), but the consumers benefit by £50m.

Put starkly, there are two ways to increase competition. The best way would have been to create an initially competitive industry. Failing that, entry by new companies will achieve similar results, but at the cost of unnecessary spare capacity and higher prices. If our predictions are correct, consumers have further price rises to look forward to as contracts are renegotiated, all because of a failure to get the original structure correct.

**Competition in the British Electricity Spot Market, by Richard Green and David Newbery, Centre for Economic Policy Research, 6 Duke of York Street, London SW1Y 6LA.*

The author is director of the Department of Applied Economics at Cambridge University.

LETTERS

Removal of agriculture would open way to concluding Uruguay Round

From Lord Trefgarne

Sir, Having served as minister for trade in the Department of Trade and Industry until the middle of 1990, and thus responsible for leading the British delegation to the various General Agreements on Tariffs and Trade meetings at that time, may I express a view on progress since then?

If I believe, common ground that much has been achieved and a general consensus reached in almost all of the negotiating groups, numbering 16 in all, which go to make up the Uruguay Round.

The major problem remains, as it has done from the outset, the resolution of the agricultural question, with current positions – even more entrenched than they were a couple of years ago. It seems that there is now near certainty that the round will fail on this issue, unless setting at naught the whole range of good things which have been achieved in the other groups. Nor is it possible to blame one side or the other.

While I certainly think that the European Community ought to be willing to go further to reform the Common Agricultural Policy, I equally think that our American friends ought to be doing something about the "beam in their own eye" before rounding so firmly on us and our partners. The truth of the matter is that whether we like it or not the US government and the EC authorities are obliged to accommodate major vested

interests in this field and a compromise position looks like being impossible to find.

So, what are we to do? I would like to suggest that we now seek to reach a conclusion to the Uruguay Round by simply removing agricultural products from its application. Overturning the preconception that the various subjects are inextricably interrelated, we could then begin to apply all the remaining provisions which have been so painfully negotiated. These are now becoming all the more urgent, given the need to lift so much of the world economy out of recession. Thereafter, and in the fulness of time, the agricultural issue can be revisited.

Lord Trefgarne,
Honorary President,
Metcon,
Cavendish House,
28/29 Southwark Bridge Road,
London SW1

The politics of taxation in boom and in recession

From Mr David Pitzman

Sir, It has often been said that the electorate gets the government it deserves. I wonder, however, what we, in our collective wisdom, have done to saddle ourselves with an administration which reduced taxation at the height of an unsustainable boom and may now face the real possibility of a Labour government promising higher taxation in the depths of a recession.

Lord Trefgarne, Honorary President, Metcon, 28/29 Southwark Bridge Road, London SW1

A sure way for Labour to achieve the necessary 10-point lead in the polls to have a realistic chance of winning the next election requires John Smith, the shadow chancellor, to admit that his party's too-easy line on no longer applying the uniform business rate is misguided.

When corporate UK proves to its shareholders that profits are better used by the companies for the benefit of the shareholders themselves, then investors will put a higher value on retained earnings – higher, possibly, than on dividends.

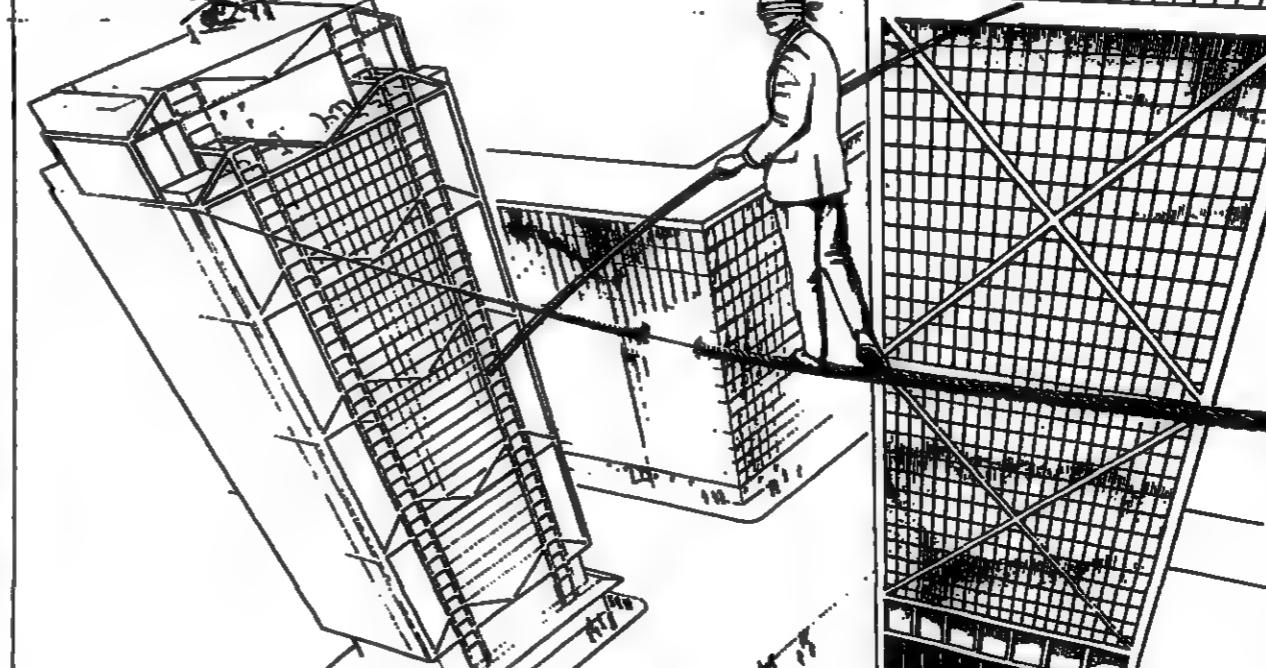
It is not so, the value of retained profits is uncertain and depends on the return made on their investment in the future. In Japan and Germany, where retained earnings have as a generalisation been well invested, retained earnings are highly regarded. In

the UK – and other Anglo-Saxon countries – they have not been so well invested; quite naturally, therefore, investors in the UK prefer the rather more certain value of dividends.

When corporate UK proves to its shareholders that profits are better used by the companies for the benefit of the shareholders themselves, then investors will put a higher value on retained earnings – higher, possibly, than on dividends.

In short, our experience suggests that for companies to benefit from greater flexibility from staff who have received training, they must first devise a practical strategy that addresses the issues of aims, skill practice and assessment.

Finally, few firms make sufficient provision for the practical assessment of the standard reached by staff in the new skills they have learned. Without this no employer can be sure that a tradesman is competent to apply these skills safely. He is unable to judge whether he has got value for money spent on training, and



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The intellectual with a merger to engineer

William Dawkins profiles the man France hopes will create a world-beating group

FRANCE has picked an outstanding but little-known product of the public administration to put together and manage its project for a world-beating electronics-to-nuclear energy group.

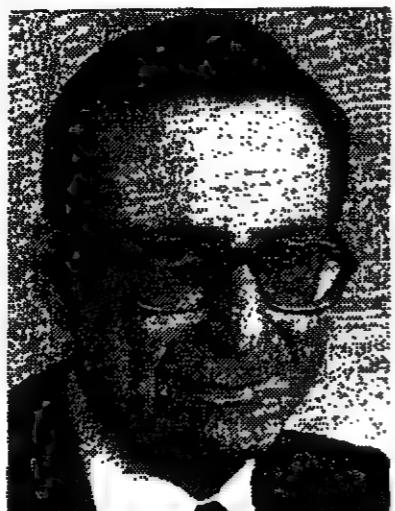
He is Mr Jean Syrota, 54, a mining engineer who runs Cogema, the state-controlled nuclear fuel company, based in an industrial suburb of Paris. He has kept well out of the public eye and likes to relax by collecting 19th century first edition books - he is especially fond of Balzac - or by doing a spot of hand-work around the home.

The quiet, bespectacled Mr Syrota is charged with resolving the French electronics industry's massive problems as it struggles against Asian competition and runs into European Commission resistance at its own attempt to raise fresh capital from the state.

This intellectual is well qualified for the job, as a product of the Ecole Polytechnique, the training ground for generations of the Civil Service elite and a former mandarin at the environment and telecommunications ministries.

He has had little time for home hand-work since being called to prime minister Edith Cresson's office on December 7 and being asked, to his surprise, to take on masterminding on a huge scale.

His task is to prepare the merger of the lossmaking civil electronics businesses of Thomson - mainly television and other consumer goods - with



Jean Syrota: The home handyman given the job of a masterbuilder

CRA Industrie, the parent company for Cogema, plus Framatome, France's monopoly supplier of nuclear reactors, and a handful of electronics and medical businesses.

He has been asked to report on progress in February, form the group - which he estimates will have annual sales of between FFr75bn and FFr90bn.

(FFr75bn) - by the middle of the year and become its chairman.

Mr Syrota defends the project as a legitimate attempt by the state to reorganise its shareholdings more rationally, to enable the electronics industry to raise more cash - although not directly from the nuclear group's coffers - and to help the nuclear industry to continue diversifying as France's demand for new reactors runs down.

These are decisions which the state has taken not as public authority but as the owner of shares in these companies. The group will be managed like any other, all the more so since it is present in these competitive sectors across the world," he says.

Mr Syrota's first task, not yet complete, is to choose a bank or banks to value the various businesses and to change - by government decree - the status of CRA-Industrie, which groups the industrial businesses of the Commissariat à l'Energie Atomique (CEA), the atomic energy authority. This would make it directly state-owned, rather than 100 per cent controlled by the CEA, as at present.

The outline plan - subject to change, stresses Mr Syrota - is for CRA Industrie to buy the state's 100 per cent direct shareholding in Thomson, and for the electronics group to sell to the state its 90 per cent stake in Thomson-CSF, its defence arm.

The resulting group, Thomson-CEA

Industrie (TCI), would be 51 per cent state-owned and 30 per cent owned by the atomic energy authority. The new group would also issue new shares, to privately owned industrial partners as well as to the state, to provide the cash its electronics activities so badly need.

Mr Syrota's main challenge will be to stem the losses of Thomson's consumer electronics businesses. Here he does not yet have a clear recipe to offer, beyond pointing to the complementarity between Thomson and the interest of some of CRA-Industrie's subsidiaries in flat-screen technology, electrical connectors and medical scanners.

"The nuclear side works on the long term, with a product life of, say, 10 years, while electronics works on the short term, with product lives of more like a year. So there is no reason why they should both hit the bottom of a cycle together. That allows a certain amount of risk sharing," he adds.

Another challenge will be to get the managers from two groups with very different cultures to work together. The staff at CRA-Industrie are used to working for public sector clients such as Electricité de France, while Thomson Consumer Electronics is more exposed to the cut-throat world of consumer industry. The benchmark Mr Syrota says he will use to measure whether he has won or failed is whether TCI can achieve a net profit-to-sales ratio of the same order as Cogema itself.

Russia bans export of goods in short supply

By John Lloyd in Moscow

THE DEEPENING crisis in the former Soviet states is forcing up trade barriers and triggering strikes by workers and retaliations by officials.

Russia will from today ban the export of some 50 commodities in short supply to those republics which have erected trade barriers against the export of goods to Russia in the past. The principal target is Ukraine, which is rapidly assuming the status of a hostile country in Russian eyes.

A decree signed on December 29 by Mr Gennady Burlak, the first deputy prime minister, includes food, alcohol, tobacco, electrical appliances,

building materials, cameras and bicycles.

The move appears to reflect a determination by the Russian government to punish enemies and reward friends among its neighbouring states.

Mr Peter Aven, the Russian minister for foreign economic relations said yesterday that the prices republics would be charged for Russian goods would depend on how closely they followed Russian economic rules.

The Baltic states were already being charged world prices, he said.

At the same time, the Council of independent Trade

Unions warned the Russian government to pay promised social compensation for the price rises, and to "reconsider" its next Thursday - and presumably extend - the list of goods still sold at subsidised prices.

If the government failed to do so, the council said it would call on members to rally, picket and "take other forms of protest action" next Friday. Russia's miners have also complained that a promised Rbs28bn subsidy to their industry to support higher wages is not being paid; they have been assured by Mr Yegor Gaidar, the deputy prime minister in

charge of economic reform, that it will be.

Miners in Kazakhstan, the third largest of the former Union's coal areas producing 100m tonnes of coal a year, have gone on strike in support of a demand to double their pay to Rbs4700 a month - a sum which would have been an average yearly wage less than a year ago. Workers in industries in the capital, Alma Ata, are also reported to have been on strike since January 6, when prices were freed.

Mr Nursultan Nazarbayev, president of Kazakhstan, has called for a one-year moratorium on strikes in the republic.

West warned on aid, Page 2

Finance problems threaten new Airbus

By Paul Betts, Aerospace Correspondent, in Paris

SEVERE financial and management problems among the three main partners in the European Airbus Industrie consortium are jeopardising the development of a new airliner.

Although Airbus trebled its operating profits to a record \$300m last year, Mr Jean Pierson, the managing director, said the consortium risked being destabilised by the problems at Aerospatiale of France, Deutsche Aerospace and British Aerospace.

As well as the development of the 120-seat A319 narrow-body airliner, derivatives of the consortium's new A330/A340 wide-body aircraft may also be threatened.

The consortium's vulnerability to the difficulties facing its partner companies is one of its biggest handicaps in the highly competitive commercial air-

line business. The latest crisis, triggered by Aerospatiale, has also highlighted widespread calls to turn the consortium into a more conventional corporate entity distinct from its main shareholders and its national governments.

Aerospatiale, which has a 37.9 per cent stake in Airbus, is understood to be opposed to the development of the A319, a derivative of the A320 narrow-body airliner.

Aerospatiale's other main partners, including Bae with a 20 per cent stake and Deutsche Aerospace with 37.9 per cent, say they would support the development of the A319. The fourth Airbus partner is Cass of Spain with 4.5 per cent.

The company also faces considerable uncertainty about its future status. The French government, which has recently launched a restructuring of its state-owned nuclear and con-

cerner electronics industry, is now considering an analogous reorganisation of its state aerospace and defence assets. This could eventually see a regrouping of Aerospatiale, Thomson CSF and possibly the Dassault military aircraft group.

Eads and Deutsche Aerospace are also facing their own problems. Bae is in the midst of a far-reaching restructuring following its management crisis last year. Deutsche Aerospace - the aerospace subsidiary of Daimler-Benz - is seeking to establish its identity as a leading aerospace company and is expected to undergo further internal restructuring in coming months.

Aerospatiale is currently facing a cash squeeze because of a declining defence business and heavy cash outflows to finance the build-up of production at its Toulouse base of the A330/A340 wide-body programme.

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President's health

Continued from Page 1

ing cancelled breakfast and lunch appointments, Mr Bush last night got through a dinner with Emperor Akihito, although the banquet was shortened to about half its planned three hours.

Mr Bush intends to portray his 10-day Asian tour as a successful effort to open export markets and create jobs for American workers when he returns to Washington today.

Immediate assessments in the US of his trip were mixed. Gloomy comments by the three executives from Ford, General Motors, and Chrysler may fuel congressional sentiment toward trade retaliation against Japan.

Mr Richard Holbrooke, a former State Department official responsible for Asian affairs, said Mr Bush had made progress in reducing the trade imbalance but at the cost of appearing to blame Japan for the US recession.

Mr Clyde Prestowitz, a former US trade official and advocate of tougher dealings with Japan, criticised the president for over-emphasising the importance of car exports and underplaying new technology.

Pound under renewed pressure

By Peter Marsh, Economics Staff, in London

PRESSURE on the Bank of England to help the pound intensified last night after the currency closed for the first time in London below its effective floor in the European exchange rate mechanism.

A late fall in the currency was triggered as US investors switched money out of DMs and into dollars. This movement, prompted by concerns about a slowing in the German economy, weakened the pound in its cross-rate against the D-Mark. It also led to speculation that Germany

might soon lower interest rates, reducing strains in the ERM and opening the way for a cut in rates across Europe.

As the pound's slide took place after the 4pm London time at which ERM operations end, the development failed to trigger any immediate official intervention that would normally be required to prop up sterling's value.

At the close, sterling stood at DM2.83, half a pfennig down on the day and roughly a quarter of a pfennig below its effective ERM floor of about DM2.833.

The pound's late fragility was exacerbated in New York by traders worried about the outlook for the UK economy. Its decline was in contrast to the view evident on the London stock market where investors pushed the FTSE 100 index 30.5 higher to a close of 2,497.3 on optimism about UK growth prospects.

London stocks, Page 21
Currencies, Page 22
World stocks, Page 32

In the House of Lords yesterday, Lord Strathclyde, Scottish Office junior minister, admitted to being "unsure" about how long it would take to secure the Commission's approval for the area to be designated a special enterprise zone.

Any application would represent a U-turn in British policy. The government declared that Britain's 27th enterprise zone - set up in Sanderstead, north-east England, after months of wrangling between the government and the European Commission - was "the last" when it was designated in April 1990.

He was criticised for failing to take earlier action to encourage new industrial development in Lancashire in anticipation of the closure. Blow to Clyde port, Page 6

"comments at a very high level" - in this case the British prime minister had created the impression that setting up the zone was a matter for government decision.

He said any application would be given "careful consideration". The Commission, which must approve the creation of enterprise zones - which are formed to encourage companies to invest in depressed areas - is sceptical about them because it believes

Row likely over plan to aid Ravenscraig area

By Ian Hamilton Fazey and Ivor Owen in London

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the 100 per cent capital allowances available to developers distort competition and encourage tax avoidance.

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THE LEX COLUMN

The curse of the car dealers

The Japanese car industry's

agreement to double its use of

US-made components looks

like almost as monumental as

the two countries' semi-conduc-

tor pact of 1986. That agree-

ment led to exaggerated US

expectations of the Japanese

market, recurring bilateral fric-

tion, trade sanctions and an

embarrassing investigation by

the Gatt. If did nothing to

reduce Japan's trade surplus

with the US.

The safest bet is that the car

pact will be equally damaging,

especially as Japanese manu-

facturers were already warning

on US quality and price yester-

day afternoon. There is little

prospect of the deal doing

much to help the beleaguered

US industry. But it does

contain the seeds of more trade

disputes over the medium

term, incidentally putting

Tokyo under continuing pres-

sure to tailor its exchange rate

INTERNATIONAL COMPANIES AND FINANCE

Papers show Maxwell share support scheme

By Bronwen Maddox in London

THE ILLICIT operation by the late Mr Robert Maxwell to support the shares of Maxwell Communication Corporation may have begun as early as October 1990, documents obtained by the Financial Times reveal.

The share support scheme is the target of one of four investigations by the Serious Fraud Office into the publisher's collapsed empire.

Price Waterhouse, administrators of MCC, have focused on Corry Stiftung, a Liechtenstein foundation, and several other secretive offshore and continental European trusts in their search for more than £500m (\$910m) in cash and assets missing from the company.

Copies of bank account statements of Corry Stiftung show that on October 28 1990, £319,476 was taken from its current account, number 247-935-013 with the Private Trust Bank Corporation of Vaduz, Liechtenstein, to buy shares in MCC, one of Mr Maxwell's publicly-listed companies.

Bankers and administrators suspect that Mr Maxwell spent

some £150m in buying shares in MCC without disclosing his interest - which is illegal - and that he used MCC's own funds to do this.

Mr David Lee, who is heading Price Waterhouse's investigation into MCC's missing assets, said that Corry Stiftung is "a significant debtor" of MCC, owing it "considerably over £2m."

Price Waterhouse has not yet investigated these particular transactions, but "they may mean that support for the share price began nearly six months earlier than we had been thinking", Mr Lee said.

The funds for the October 28 share purchase came from a high-interest account in Liechtenstein, but the source of that money is still unclear.

The documents also show that on November 12, £36,576 was taken from the Corry Stiftung current account to buy more shares in MCC. The term "EFF-KAUF" in the bank statement stands for Effekten Kauf or purchase of securities.

A separate transaction on the bank statement shows how £4.5m flowed into Liechtenstein on October 17 1990 and

£4m out the same day to PKUS Inc, a Delaware-incorporated private Maxwell holding company. PK shares its address in Elmsford, New York, with several Maxwell holding companies and part of Pergamon Press, the scientific journals publisher which Mr Maxwell sold last year.

A senior tax executive at Elmsford declined to comment on the relationship of PKUS Inc to other Maxwell companies or the purpose of the October 1990 transaction.

However, Mr Lee said that Price Waterhouse was also investigating advance of "substantial amounts" in 1991 to PKUS Inc from Macmillan, MCC's main business.

Timmuss Seiner and Webb, the London solicitors who created Corry's account with PKUS Inc on October 17 1990, say that client confidentiality prevents them disclosing the source of the money. However they confirm that they acted for MCC as well as for Maxwell private companies until they resigned from MCC after Mr Maxwell's death to prevent conflicts of interest.

Pension funds, Page 19

Nobel to sell consumer goods unit to Henkel

By Robert Taylor

In Stockholm

NOBEL Industries, the Swedish chemicals and defence group, is selling its consumer goods division to Henkel, the German chemicals group best known for its range of washing powders.

The divestment will mean an increase in Nobel's own capital of around SKr2.2bn, with a net profit of SKr150m (\$27m) from the transaction.

Mr Ove Mattesson, chief executive at Nobel Industries, said the sale would improve the Swedish group's own financial position and was in line with Nobel's stated policy of concentrating its activities in those sectors with the best long-term growth possibilities.

The company made a SKr1.5bn loss for the first eight months of 1991, mainly because it was forced to write off SKr1.8bn of its equity in the finance company Gamstaden, which collapsed last August.

The consumer goods division achieved a SKr2.6bn turnover last year which accounted for 9 per cent of Nobel's group sales and for 14 per cent of its SKr1.04bn profits (after financial items).

It is involved mainly in the manufacture of chemical-technical products for cleaning and polishing as well as hygiene care.

Mr Mattesson said Nobel lacked the financial resources to carry out the structural changes and expansion within the consumer goods market but he added Henkel would be in a good position to improve its growth.

The German group, which employs 42,000 workers had a SKr4.7bn turnover last year. It is strong not just in Germany but also in Italy, France and Spain. The acquisition of Nobel's consumer goods gives it a first foothold in the Nordic market.

United Parcel deal

UNITED Parcel Service, which claims to be the world's biggest package distributor, is to acquire Beemsterboer, the Dutch shipping group, writes John Thorndill.

Italian banking finds a new force

Haig Simonian in Milan looks at a three-way Roman bank merger

ITALY'S banks have been known for strange moves over the centuries, but sex changes have not been among them. Not, at least, until now.

That is what will happen to Banco di Roma, the big Roman-based bank until recently controlled by the IRI state holding company. It will become part of three-way banking merger under way with Cassa di Risparmio di Roma, the Rome savings bank, and Banco di Santo Spirito, another sizeable Roman bank, also formally owned by IRI.

The product, to be called Banca di Roma, will be Italy's second biggest financial institution, with total assets over £130,000m (£112.3bn) and some 1,100 branches by end-1992.

Although the difference in annotations between a Banco and a Banca may be lost on most Italians, let alone foreigners, the new name will be a small but significant sign of changes in the country's ailing banking system.

The three banks fit well together. The Rome Cassa is concentrated in Rome and Lazio; Banco di Santo Spirito is also strong locally, but has nationwide branches, too. And while Banco di Roma has no particular local roots, it offers a sizeable national and international network.

Their skills are also complementary. Banco di Roma's dependence on relatively volatile interbank funds will be counter-balanced by the established local deposit base of its two partners. But Banco di

Roma will also provide many of the international banking skills, particularly in capital markets, which the other two lack.

IRI's willingness to sell stems partly from the fact that both Banco di Roma and Banco di Santo Spirito have reputations which are more illustrious than their earnings. In 1990, Banco di Santo Spirito's net profits amounted to £92m. Net profits at Banco di Roma were £15.2m in 1990, assets of £75.62m.

By just changing one letter, the new Banca di Roma should capitalise on the strong national identity and international familiarity of its almost eponymous predecessor. Yet the switch from masculine (Banco) to feminine (banca) will also provide a newer and more modern gloss, according to Mr Cesare Gerondi, director general of the Rome Cassa.

Whatever the semantics, investors may be well-advised to remember the name. Under the complex merger, IRI now has 35 per cent of holding company controlling the three banks.

However, IRI's current financial problems mean it may end up with much less before the new bank takes shape.

Mr Gerondi will not say whether or when IRI might float its shares. But many analysts believe that private investors, rather than IRI, will eventually form the second biggest shareholding group in the new bank after the foundation which



Gerondi predicts £1.800bn operating profits

controls the Rome Cassa itself.

The investment could be appealing. Banco di Roma, which until last year was the only member of the trio to be quoted, has hardly been a star; only in 1991 did it resume dividend payments after a five-year gap.

By contrast, Mr Gerondi forecasts the new Banca di Roma will have operating profits of £1.800bn in 1992. That will represent a full year's contribution from the Rome Cassa and Banco di Santo Spirito, and six months' earnings from Banco di Roma, which will be integrated by next April.

His optimism is indirectly confirmed by some bankers' astonishment that the deal has been allowed to go through without running into anti-trust barriers.

Although the new bank will

have a virtually uncontested position in central Italy, Mr Gerondi denies that a monopoly will be the primary motive for its profits. "When we thought this up it wasn't to create the biggest bank in Italy but to create a unit able to fight growing competition and retain its market share, and then go on to win more," he says.

Earnings may also be limited by Italy's powerful bank unions and strict job protection laws, which will temper large-scale rationalisation. Even Mr Gerondi talks of staff transfers rather than cuts.

That may be partly explained by the fact that the new bank still has room for organic growth. In the 20 towns where the Rome Cassa and Banco di Santo Spirito have overlapping branches, closures have been avoided by moving one branch to another part of town. The market could sustain both branches, and opening one would only have opened the door to a competitor, he explains.

The Rome Cassa will also continue its strategy of taking minority stakes in neighbouring savings banks. So far, it has struck deals with two banks, with a third due by the year-end.

Eventually, Mr Gerondi would like to extend such deals as far north as the rich region of Emilia Romagna. Obviously it's a slow process, but we have a lot of talks with other local savings banks under way," he says.

Roche boosts sales 19%

By Ian Rodger in Zurich

ROCHE, the Swiss pharmaceutical group, said yesterday that sales of US companies worth \$18.7bn.

The US remained the single most popular target country, followed by Britain, where sales totalled \$9.1bn, compared with \$20.4bn in 1990.

Cross-border purchases by British companies fell to \$6.3bn from \$20.6bn the previous year.

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In the fragrances and flavours division, above-average growth rates were achieved for

lavours and chemicals sales,

but demand for fragrances in

the luxury perfume sector declined. Division sales rose 22

per cent to £71.3bn.

Sales in the service laboratory business in the US were weaker but the diagnostics division as a whole had an increase of 8 per cent to

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Rite Aid drops Revco plan

By Nikki Tait in New York

RITE AID, the US drug store chain, yesterday withdrew its reorganisation plan for Revco, a rival retailer which is currently in bankruptcy.

In a formal statement, Rite Aid said that it would not seek "confirmation" for the plan, which would essentially have involved Rite Aid in acquiring Revco, at a bankruptcy court hearing next Monday. It claimed that bidding levels had made the potential acquisition "un-economical".

Rite Aid's decision follows an undecisive ballot among Revco creditors last month over three competing reorgan-

sation plans - from Rite Aid, from another retailer, Jack Eckerd, and a Revco-backed creditors' plan.

The last of these proved most popular, gaining majority support from four of the seven creditor groups. The Rite Aid and Eckerd plans were backed by two and one classes respectively.

Earlier this week Revco appeared hopeful that the weight of support behind the creditor plan would encourage the bankruptcy court to force this scheme on dissenting parties, in the confirmation hearing, which was delayed from January 8 to January 13.

NORTHAM PLATINUM LIMITED

(Incorporated in The Republic of South Africa)

(Registration No. 77/03282/00)

INTERIM REPORT

	1st months ended 31 December 1991	1st months ended 31 December
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INTERNATIONAL CAPITAL MARKETS

Strong investor appetite for World Bank issue

By Richard Waters

THE World Bank's latest global \$1.5bn issue performed strongly yesterday in the wake of heavy demand from investors.

The 10-year issue, with a coupon of 6% per cent, was priced at a spread of 15 basis points over US Treasury bonds – at the low end of the expected range. However, by late yesterday the spread had narrowed to as little as 10 basis points.

This prompted claims that the issue, brought by Deutsche Bank Capital Markets and Merrill Lynch, had been priced too generously.

However, it was widely believed that a more significant factor had been efforts by traders who had gone short of the issue, in the expectation of the spread widening, to square their positions.

Around three-quarters of the issue is understood to have been placed in the Far East and Europe, with Far Eastern investors the largest buyers. US investors were said to be less attracted because of the narrow spread over Treasuries.

Elsewhere, the European Bank for Reconstruction and Development made its debut for the year with an offering of a five-year, \$200m deal for Nestlé Holdings.

The issue, carrying a coupon of 5% per cent and a powerful name for retail investors, was sold out before the syndicate had been formed.

The spread of 24 basis points

ever, the small size of the deal, reflecting the bank's modest current borrowing needs, meant that much of the issue had been pre-placed.

A keenly-priced \$200m issue from Forte, the UK hotels group, also failed to set investors alight. The two-year bonds were brought by Goldman Sachs and J.P. Morgan at a spread of 71 over the US gov-

ernment benchmark at the reoffered price.

The short maturity enabled the borrower, rated A2 by Moody's and single-A by Standard & Poor's, the US rating agencies, to offer a coupon of just 5% per cent.

The two lead-banks, which between them took around 80 per cent of the bonds, are thought to have sold around half of their share yesterday. The bonds were held at the fixed re-offer price throughout the day.

Meanwhile, Swiss Bank Corporation International was having a far easier time with a five-year, \$200m deal for Nestlé Holdings.

The issue, carrying a coupon of 5% per cent and a powerful name for retail investors, was sold out before the syndicate had been formed.

The spread of 24 basis points

had tightened to 20 basis points in later trading. The food group's US entity also brought a \$100m, 10-year issue yesterday carrying a coupon of 5% per cent.

• Ontario Hydro, the Canadian utility, is expected to launch a global bond offering next week to raise around C\$1bn. The company said yesterday it was planning an offer "in the near future, subject to appropriate market conditions." The names of the five lead-managers chosen for the transaction were not named publicly, though they are understood to be Goldman Sachs, Industrial Bank of Canada, Scotia McLeod, Merrill Lynch and RBC Dominion Securities.

The issue, likely to be at the 10-year maturity, will be the company's fifth Canadian dollar global issue. Ontario Hydro said it's total borrowing requirements were likely to be between C\$4bn and C\$5bn over the next four years.

• Imperial Chemical Industries, the UK chemicals group, said it was about to launch a \$200m 10-year bond issue in the US domestic market. The bonds, issued by ICI Wilmington and guaranteed by ICI, will carry a coupon of 7.5% per cent, and are priced at 99.75 per cent. The issue is co-managed by Goldman Sachs and Merrill Lynch, with J.P. Morgan and Morgan Stanley also acting as underwriters.

Imperial is hoping that other firms, such as Hills Independent Traders and O'Connor Securities (now owned by Swiss Bank Corporation), will commit themselves to marketing in a broad range of stocks. Hills plans to make a market in 37 stock options.

There have been a number of meetings among the firms keen to support the market, say market sources. These firms are trying to divide the responsibility for making markets to ensure the merger can go ahead, the sources say.

Earlier this week, a Liffe official said that "subject to confirmation from the market-makers, the Liffe board believes that there will be adequate market-making capacity to proceed with the provisional allocation of 'D' shares".

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UK COMPANY NEWS

Missing Maxwell funds include Scitex proceeds

By Robert Peston and Raymond Snoddy

INVESTIGATORS have discovered that £107m of the shares missing from the Maxwell pension funds are the proceeds, which should have been removed from the sale of a 15 per cent holding in Scitex, the listed manufacturer of electronic typesetting equipment.

"The shares were sold in October. However, the proceeds were taken by Robert Maxwell Group, one of the big Maxwell private companies, according to confidential documents prepared by Coopers & Lybrand Deloitte, the accountancy firm which carried out the first investigation of the collapse of the Maxwell empire."

The disclosure that the pension funds had owned the Scitex shares is a surprise.

"Mr Maxwell always implied that he had made the investment with his own money and was held in high regard for having made substantial investments."

MCC pension confusion persists

THE MAXWELL Communication Corporation pension fund, in such a mess that no sensible estimates are yet available on its financial state, is not even clear precisely who is covered by the fund although the total is believed to be about 4,500 people, writes Raymond Snoddy.

The confusion has been increased by the number of bulk transfers of pensioners from one fund to another as the late Mr Robert Maxwell bought and sold companies within MCC and reorganized its structure.

The Law Debenture Trust Corporation, the investment trust company called in to

the year to April 5 1990.

The disclosure that Mr Maxwell was using pensioners' assets to make his Israeli investments — and not his own money — may affect Mr Maxwell's reputation in Israel, where he was buried in a ceremony worthy of a national hero.

Mr Maxwell also used pension fund money to acquire a stake in Teva, an Israeli pharmaceutical company. These Teva shares, worth £44m, were also transferred out of the pension funds.

Coopers' report says the shares were pledged as security against the Maxwell private company's loans from National Westminster, the UK clearing bank, Lehman Brothers, the US investment bank, and Credit Suisse, the Swiss Bank. The pension funds are trying to reclaim the Teva shares and may resort to legal action.

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Isosceles at £17m and outlines strategy

By Michio Nakamoto

ISOSCELES, the highly-gearred management buy-out vehicle for the Gateway food stores, outlined a three-pronged retailing strategy aimed at moving the group towards refraction, as it lifted pre-tax profits for the half year ended November 9 to £17m against £700,000.

At his first results announcement, Mr Alastair Mitchell-Lines, who took over as chief executive last September after the sudden resignation of Mr David Smith, the man who engineered the unfortunate £2.1m buy-out in 1989, said the objective remained "to get to the stock market as fast as possible."

Refraction could happen between one and three years from now, depending on market and trading conditions, said Mr Ernest Sharp, chairman.

The group's retailing strategy is to target all sectors of the market through its high street locations. To this end it will accelerate the programme for increasing the up-market Somerfield stores while continuing to develop middle market Gateway stores and gradually increasing the number of outlets of Food Giant.

No new Gateway outlets are to be opened and it expects to have between 50 and 60 Somerfield stores by April of next year. The Food Giant stores were profitable, while Somerfield had put in a better performance than Gateway.

Members retiring now are unable to take part of their pension as a tax-free lump sum because this would amount to a preferential claim on what could turn out to be limited resources.

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Ordinary MCC pensioners will continue to receive their pensions but a range of restrictions have been imposed on the scheme for the time being.

No new applicants are being accepted into the fund and there is a moratorium on bulk transfers in or out of the scheme.

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COMMODITIES AND AGRICULTURE

Canadian Wheat Board makes record C\$740m loss

By Bernard Simon in Toronto

THE CANADIAN Wheat Board has blamed the US-EC subsidy war and bumper crops for a record C\$740m loss on grain sales in the 1990-91 crop year.

Last year's loss, which is only the third since the board became the sole marketer of prairie wheat in 1943, will be financed by the federal government. This subsidy will bring total government payments to Canadian farmers to about C\$5.5bn this year, with the bulk directed at hard-pressed grain producers.

The board, which accounts for about 20 per cent of world wheat exports, said it has made every effort to concentrate sales on the few remaining "commercial" markets not

targeted by US and EC subsidies. But only an estimated 21 per cent of world wheat trade was not directly influenced by export subsidies last year. In any case, the board noted that "as subsidies increase, competition for the remaining non-subsidised markets becomes more intense".

It said that US exports for milling wheat under the Export Enhancement Program were as high as US\$6.55 a tonne last year. EC export subsidies reached a peak of US\$1.50 a tonne.

The wheat pool ended the year with a deficit of C\$873.4m, compared with a C\$203.2m surplus the previous year. The board fixed initial payments to be announced in May 1990.

Action threatened on overfishing

By Ken Warr

MR JOHN Crosbie, Canada's minister of fisheries and oceans, has launched a bitter attack on Spanish and Portuguese fishing vessels operating outside Canadian waters, accusing them of "taunting" the fish stocks of the north-west Atlantic.

Canada would be intensifying its efforts to win European Community backing on the overfishing issue this year, Mr Crosbie said this week. But if that failed, Canada might be forced to extend unilaterally its 200-mile fishing zone, introduced in 1977.

"Ultimately unilateral action is a possibility, although we would not adopt it without being pressed into it. But we are not going to sit by and see the stocks plundered," he said.

Canada is also seeking changes in the United Nations' Convention on the Law of the Sea, adopted in 1982, to take account of the problem of "straddling stocks". Canada claims it is unique in the extent to which important fish stocks straddle the 200-mile limit, due to the configuration of the continental shelf, leaving the domestic fishing industry prey to the depredations of

foreign vessels. Canada does not have distant water fleet.

Mr Crosbie will be raising the law of the sea issue at a conference on international boundaries sponsored by the Royal Institute of International Affairs in London today.

Canada has been at loggerheads over fishing with the EC, particularly Spain and Portugal, since the late 1980s. In 1990 the EC agreed to accept quotas set by the Northwest Atlantic Fisheries Organisation, of which both the EC and Canada are members, for eight of the key species in the area beyond the 200-mile limit. However, the EC refused to accept the Nato moratorium on northern cod, a mainstay of the fishing industry in Canada's maritime provinces.

Canada also maintains that although EC quotas came down, catches did not. It was therefore seeking a firm commitment by the EC to observe all the Nato quotas, backed by the Northwest Atlantic Fisheries Organization.

"The Spanish and Portuguese representatives would be invited to Canada to see the problems for themselves, he said.

Despite his avowed intention to win hearts and minds to the Canadian viewpoint, Mr Crosbie was scathing about his Spanish and Portuguese counterparts. "The Spanish and Portuguese fisheries ministers make magnificent speeches. I can enthusiastically support everything they say, but it's not carried out in practice. It's all hypocrisy."

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Oil prices fall further as glut fears strengthen

By Deborah Hargreaves

OIL PRICES slipped further yesterday as fears of a glut of oil on world markets gathered strength. North Sea Brent crude oil for February delivery dropped 30 cents to \$16.85 a barrel in a busy market.

"The price is nowhere near a bottom; we could see another couple of dollars knocked off Brent without blinking," said Mr Peter Gignoux, head of the international energy division at Lehman Brothers.

Oil prices had been supported by traders' anticipation of a colder winter than usual and a continuing slide in exports from the former Soviet Union. However, this has not materialised and demand has been depressed by the slowness of recovery of western economies.

US meteorologists point out that in North America the weather has been so mild that it would take temperatures

some five degrees below the normal level for the next six weeks just to reach the seasonal average.

The market was further depressed by the announcement from Vienna that talks between Iraq and the United Nations had been extended for another day, heightening fears that some Iraqi oil could return to the market soon.

Many analysts see oil prices staying weak into the second

Foresters on the defensive

By Bernard Simon

producers before the start of the season at C\$135 a tonne, but selling prices fell short by an average of C\$30.34 a tonne.

For durum, the shortfall was C\$69.6m, or C\$20.36 a tonne.

This is the first time that the durum pool account has been in the red. The barley account suffered a C\$1m loss, although the board reported a C\$27m profit on malting barley sales.

This season's initial payment to wheat producers is C\$36 a tonne, in an effort to match producers' prices more closely with volatile market conditions, the board now announces its prices just days before the season starts each August. The 1990-91 prices were announced in May 1990.

The companies, supported by the Canadian and British Columbian governments, hope that their efforts will forestall protests and boycotts such as those that crippled the Canadian forestry industry in the 1980s.

Mr Howard Hart, president of the Canadian Pulp and Paper Association (CPPA) in Montreal, said yesterday that "we recognise the potential for regulations and public attitudes to become significant barriers".

Mr Allan Sinclair, vice-president of British Columbia's Council of Forest Industries, said that "producers were receiving 'occasional questions' from customers who want reassurance that forests are being well managed for the long run".

The counter-measures range from visits by customers, journalists and parliamentarians to forests and mills in Canada, to a wealth of publications putting the forestry companies' case.

Camco Corporation of Vancouver recently sent its chief forester to Germany on a speaking tour, and Macmillan Bloedel is considering a similar initiative.

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LONDON STOCK EXCHANGE

Footsie challenges 2,500 mark again

By Terry Byland, UK Stock Market Editor

A STRONG performance from the US dollar in the wake of the US and Japanese initiative on economic strategy drove the stock market ahead yesterday. London advanced slowly at first but the second half of the session saw the Footsie briefly regain the 2,500 mark as stock markets across Europe responded to firmerness in the US currency and equities.

At the close, the FTSE Index was up 30.8 up at 2,497.9 on increased trading volume described as "solid" and two-way, rather than dramatic. The day's Seat total jumped to 714.8m shares, significantly higher than Wednesday's 585.3m although still behind the 515.3m share set of December 12.

Stock Exchange statistics show that retail, or customer

Account Dealings Dates
Dec 20 Jan 15 Jan 27
Options Exchanges Jan 3 Jan 23 Feb 5
Last Dealings Jan 10 Jan 24 Feb 7
New Issues Date Jan 20 Feb 3 Feb 17
New Issues Total Number of new issues since Dec 20 1991 435 and last 10 business days earlier.

business in London equities, has averaged just below £1bn daily over the past week, confirming reports that the institutions have been reshaping portfolios rather than increasing them.

The Footsie benefited from renewed demand for selected stocks in the pharmaceutical sector which, after outperforming last year, had widely regarded as an attractive sector for the 1990s. The shares are regarded as a safe haven

against the domestic recession as well as well placed to benefit from economic recovery in whichever national sector it finds itself.

The Glaxo share price broke through to a new high as both US and European investors continued to seek stock, and both SmithKline Beecham and Wellcome attracted international buyers.

There was a significant recovery in some oil stocks as several of the UK brokers who have been sellers decided that the falls in share prices had gone far enough to offer bargain-hunting opportunities.

Gas also continued to edge back into favour after their period in the market's sell list.

But gains in the building and retail stocks, which have

been under renewed pressure from interest rate worries, were modest. There were a number of large share deals in some of the non-Footsie stocks, which boosted share volume without involving significant amounts of institutional money.

Some equity strategists continued to take a cautious view of the outlook for the UK market. Mr Nicholas Knight, the research strategist at Nomura Research Institute Europe, remained yesterday that the intra-day Footsie of 2,540.1 reached on Monday could prove to be the high point for 1992.

However, analysts at Smith New Court, the London securities house, believe that a Footsie target of 2,800 at the end of the year is not unreasonable.

Sheffield Insulation plunged 25 to 25p as one of big integrated securities houses was said to have drastically cut its current year estimates. Sheffield's figures are due at the end of March.

A reported downgrading by Cazenove sent Lucas Group down 5 to 109p. Cazenove, which acts as broker to Lucas, declined to comment on the move.

Hotel group Forte entered County NetWest's top-30 share list, analyst Ms Julie Farrar citing an improved room occupancy rate and good recovery prospects. The shares edged up 2 to 231p. Thorn EMI were also added to the list of best buys and raced up 15 to 165p.

Nomura became the latest broker to put Granada Group on its buy list, the shares gaining 6 to 210p in hefty turnover of 5m. Confidence in new chief executive Mr Gerry Robinson and optimism over BSkyB's chances of recovery were two other prominent reasons driving the price upwards.

A positive sales forecast from Airplus helped British Aerospace gain 11 to 225p in moderate volume of 3.8m. Traders also said that the shares are still relatively cheap after their recent bettering.

MARTket REPORTERS
Peter John,
Christopher Price,
Steve Thompson.

Market statistics, including the FT Actuaries Share Indices and London Traded Options, Page 18.



downgrades by CLL brought significant underperformance by the food retailing giants. Mr Tom Shiret, food retailing specialist at CLL, lowered his current year estimate for J Sainsbury by 210m to 2310m, that for Tesco by the same amount to 2640m, and that for Argyll by 22m to 2360m. Mr Shiret said: "Despite the late run on the food shops pre-Christmas the overall result disappointed."

Tesco fell 7% to 217p on 6.8m, while Sainsbury dipped 4 to 364p on 2m. Argyll could manage only a minor gain at 237p with 7.8m shares traded. UBS Phillips & Drew was also thought to have reduced its estimate for Tesco.

Institutions reacted positively to news that packaging company APT had appointed Mr Roger Woolley, formerly chief executive of the DRG packaging group, as non-executive chairman. The shares gained 20 to 123p with Credit Lyonnais Laing (CLL) a heavy buyer.

A series of post-Christmas

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A series of post-Christmas

NEW HIGHS AND LOWS FOR 1991/92

Highs	Lows	Date
1,300.00	1,100.00	Dec 10/91
1,250.00	1,050.00	Dec 11/91
1,200.00	1,000.00	Dec 12/91
1,150.00	950.00	Dec 13/91
1,100.00	900.00	Dec 14/91
1,050.00	850.00	Dec 15/91
1,000.00	800.00	Dec 16/91
950.00	750.00	Dec 17/91
900.00	700.00	Dec 18/91
850.00	650.00	Dec 19/91
800.00	600.00	Dec 20/91
750.00	550.00	Dec 21/91
700.00	500.00	Dec 22/91
650.00	450.00	Dec 23/91
600.00	400.00	Dec 24/91
550.00	350.00	Dec 25/91
500.00	300.00	Dec 26/91
450.00	250.00	Dec 27/91
400.00	200.00	Dec 28/91
350.00	150.00	Dec 29/91
300.00	100.00	Dec 30/91
250.00	100.00	Dec 31/91
200.00	100.00	Jan 1/92
150.00	100.00	Jan 2/92
100.00	100.00	Jan 3/92
50.00	50.00	Jan 4/92
0.00	0.00	Jan 5/92

APPOINTMENTS

Lep links at an end

John Read, deposed as chairman and chief executive of Lep Group after a boardroom coup in November, has resigned as a non-executive director of Govett Strategic Investment Trust. His departure ends a long association between Lep, the troubled distribution and security group, and what used to be the flagship of the John Govett investment trust stable.

Govett Strategic used to specialize in taking strategic stakes in vulnerable companies and replacing the management but more recently has come under attack itself because of its poor performance. Govett was instrumental in getting Read appointed chairman of Lep in 1982 and until October 1987 it had a big stake in Lep.

Read went on the Govett Strategic board in 1983 and his links with the fund manager also led to his appointment to the board of the Macmillan chemist chain.

William Govett, a former chairman of John Govett and a director of Govett Strategic since 1975, resigned as a non-executive Lep director in June after eight years on the board.

Meanwhile, John Read may soon find another job - his non-executive chairmanship of Monopolies & Mergers Commission gives a green light to either of two rival bids.



Keith Tofield, formerly md of Dowty's polymer engineering division, is appointed director of corporate development; Andrew Walker (above left), formerly md of Dowty Maritime, takes Tofield's place. Mike Walker has been appointed director and general manager of Dowty Group Services; he was previously company secretary to Stephen Grant.

Norman King (above right), formerly md of Airstream Environmental Products, has become group chairman; John Cook, formerly md of Airstream (Essex), is appointed sales and marketing director. Brian Crook is appointed operations director and David Martin, formerly md of Airstream (North-West), becomes finance and administration director.

Frank Coyle is promoted to finance director of FOLKES Group.

Stephen Palmer is promoted to director, international accounts, of KODAK Copy Products' European region, based in London.

Derek Seally and Colman O'Neill, group financial controller, have joined the board of CLONDALKIN.

Frank Pullman, formerly general manager worldwide

operations for British Airways cargo, has been appointed airports director of London LUTON AIRPORT. Bryan Cockson moves from Manchester airport to become finance director.

Tom Hamilton, md of Ashbourne Homes, is appointed to the STAKIS board.

John Beaumont is promoted to group finance director of BONIWICKS.

Colin Fuller will become group financial director of ERF (HOLDINGS) on the retirement of John Hamilton at the end of March. Fuller, 48, moves from Jenkin & Nicholson.

W CANNING has promoted Graham Green to md of its chemicals division. Gill Sharpe is appointed commercial director of W Canning Materials.

Barris Lawson, formerly director telecoms systems within GPT, has joined SCHROLES.

Peter Saraga is promoted to director of research at PHILIPS Research Laboratories; he succeeds Keith Fuller who is chairman until his retirement in October.

Andrew McGarvey is appointed national sales director of EUROCOPY's Scottish subsidiary Purdie & Kilpatrick; he moves from Rank Xerox.

John Ammonier is appointed group md and Nicholas Change group development director of ALLIED RADIO.

Louis Murray is a director of IWP INTERNATIONAL.

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FINANCIAL TIMES STOCK INDICES

	Jan 8	Jan 9	Jan 10	Jan 11	Jan 12	Jan 13	Jan 14	Jan 15	Jan 16	Jan 17	Jan 18	Jan 19	Jan 20	Jan 21	Jan 22	Jan 23	Jan 24	Jan 25	Jan 26	Jan 27	Jan 28	Jan 29	Jan 30	Jan 31	Feb 1	Feb 2	Feb 3	Feb 4	Feb 5	Feb 6	Feb 7	Feb 8	Feb 9	Feb 10	Feb 11	Feb 12	Feb 13	Feb 14	Feb 15	Feb 16	Feb 17	Feb 18	Feb 19	Feb 20	Feb 21	Feb 22	Feb 23	Feb 24	Feb 25	Feb 26	Feb 27	Feb 28	Feb 29	Feb 30	Feb 31	Mar 1	Mar 2	Mar 3	Mar 4	Mar 5	Mar 6	Mar 7	Mar 8	Mar 9	Mar 10	Mar 11	Mar 12	Mar 13	Mar 14	Mar 15	Mar 16	Mar 17	Mar 18	Mar 19	Mar 20	Mar 21	Mar 22	Mar 23	Mar 24	Mar 25	Mar 26	Mar 27	Mar 28	Mar 29	Mar 30	Mar 31	Apr 1	Apr 2	Apr 3	Apr 4	Apr 5	Apr 6	Apr 7	Apr 8	Apr 9	Apr 10	Apr 11	Apr 12	Apr 13	Apr 14	Apr 15	Apr 16	Apr 17	Apr 18	Apr 19	Apr 20	Apr 21	Apr 22	Apr 23	Apr 24	Apr 25	Apr 26	Apr 27	Apr 28	Apr 29	Apr 30	Apr 31	May 1	May 2	May 3	May 4	May 5	May 6	May 7	May 8	May 9	May 10	May 11	May 12	May 13	May 14	May 15	May 16	May 17	May 18	May 19	May 20	May 21	May 22	May 23	May 24	May 25	May 26	May 27	May 28	May 29	May 30	May 31	Jun 1	Jun 2	Jun 3	Jun 4	Jun 5	Jun 6	Jun 7	Jun 8	Jun 9	Jun 10	Jun 11	Jun 12	Jun 13	Jun 14	Jun 15	Jun 16	Jun 17	Jun 18	Jun 19	Jun 20	Jun 21	Jun 22	Jun 23	Jun 24	Jun 25	Jun 26	Jun 27	Jun 28	Jun 29	Jun 30	Jul 1	Jul 2	Jul 3	Jul 4	Jul 5	Jul 6	Jul 7	Jul 8	Jul 9	Jul 10	Jul 11	Jul 12	Jul 13	Jul 14	Jul 15	Jul 16	Jul 17	Jul 18	Jul 19	Jul 20	Jul 21	Jul 22	Jul 23	Jul 24	Jul 25	Jul 26	Jul 27

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Int'l Fund Name	Int'l Fund Code	Int'l Fund Price	Offer Price	+ %	Yield %* Gross	Int'l Fund Name	Int'l Fund Code	Int'l Fund Price	Offer Price	+ %	Yield %* Gross	Int'l Fund Name	Int'l Fund Code	Int'l Fund Price	Offer Price	+ %	Yield %* Gross	
N & P Life Assurance Ltd						Royal Heritage Life Assurance Ltd - Contd.						Scandinavia Life Assurance Co Ltd						
4-7 Bedford Row, London WC1R 4JU	071-230 2340					Australia	724	77	6.6			Scandinavia Life Assurance Co Ltd						
Life Income Fund	105.3	110.9	-5.6			Europe Fund	724	77	6.6			Managed	1428	1428	0.0			
Health Managed Fund	110.9	116.7	-5.6			UK Fixed Int'l Acc.	1274	135.1	-6.4			Retained Manager	2774	280.0	2.0			
Life Design Fund	111.4	117.2	-5.6			UK Managed Acc.	165.7	171.1	-3.4			Dividend Managed Fund	240.3	245.0	-2.1			
Private Equity Fund	111.4	117.2	-5.6			Industry Acc.	154.5	142.4	-8.4			Equity Fund	241.5	245.0	-1.6			
For National Plan on Target Life						Schlesinger Fund	174.7	182.5	-5.6			Equity Fund	241.5	245.0	-1.6			
National Mutual Life						Special Markets Acc.	154.5	142.4	-8.4			Equity Fund	241.5	245.0	-1.6			
The Primary Policy Co, London, SE1 2WU	0403-422402					Small Cap Fund	162.1	162.1	0.0			Equity Fund	241.5	245.0	-1.6			
Investment Fund	166.6	177.2	-6.0			Technology Acc.	105.4	109.4	-5.6			Equity Fund	241.5	245.0	-1.6			
UK Equity	177.2	187.2	-5.6			North American Acc.	105.4	109.4	-5.6			Equity Fund	241.5	245.0	-1.6			
Dividend Fund	187.2	197.2	-5.6			Technology Fund	105.4	109.4	-5.6			Equity Fund	241.5	245.0	-1.6			
Property Fund	187.2	197.2	-5.6			Residential Prop Acc.	105.4	109.4	-5.6			Equity Fund	241.5	245.0	-1.6			
Index Listed Fund	187.2	197.2	-5.6			High Tech Fund	105.4	109.4	-5.6			Equity Fund	241.5	245.0	-1.6			
With Profits Fund	187.2	197.2	-5.6			Residential Prop Acc.	105.4	109.4	-5.6			Equity Fund	241.5	245.0	-1.6			
National Provident Institution						Residential Prop Acc.	105.4	109.4	-5.6			Equity Fund	241.5	245.0	-1.6			
45 Grosvenor St, London EC2R 8HH	071-230 2340					Residential Prop Acc.	105.4	109.4	-5.6			Equity Fund	241.5	245.0	-1.6			
Money Fund	243.5	257.2	-5.6			Residential Prop Acc.	105.4	109.4	-5.6			Equity Fund	241.5	245.0	-1.6			
Overseas Eq.	257.2	267.2	-5.6			Residential Prop Acc.	105.4	109.4	-5.6			Equity Fund	241.5	245.0	-1.6			
For East	257.2	267.2	-5.6			Residential Prop Acc.	105.4	109.4	-5.6			Equity Fund	241.5	245.0	-1.6			
Fund Fund	257.2	267.2	-5.6			Residential Prop Acc.	105.4	109.4	-5.6			Equity Fund	241.5	245.0	-1.6			
Dividend Fund	257.2	267.2	-5.6			Residential Prop Acc.	105.4	109.4	-5.6			Equity Fund	241.5	245.0	-1.6			
Reserve Fund	257.2	267.2	-5.6			Residential Prop Acc.	105.4	109.4	-5.6			Equity Fund	241.5	245.0	-1.6			
Private Fund	257.2	267.2	-5.6			Residential Prop Acc.	105.4	109.4	-5.6			Equity Fund	241.5	245.0	-1.6			
With Profits Fund	257.2	267.2	-5.6			Residential Prop Acc.	105.4	109.4	-5.6			Equity Fund	241.5	245.0	-1.6			
Prudential Fund	257.2	267.2	-5.6			Residential Prop Acc.	105.4	109.4	-5.6			Equity Fund	241.5	245.0	-1.6			
With Profits Fund	257.2	267.2	-5.6			Residential Prop Acc.	105.4	109.4	-5.6			Equity Fund	241.5	245.0	-1.6			
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With Profits Fund	257.2	267.2	-5.6			Residential Prop Acc.	105.4	109.4	-5.6			Equity Fund	241.5	245.0	-1.6			
With Profits Fund	257.2	267.2	-5.6			Residential Prop Acc.	105.4	109.4	-5.6		</td							

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NEW YORK STOCK EXCHANGE COMPOSITE PRICES

3:00 pm prices January 9

Continued on next page

AMERICA

Inflation news elevates the Dow

Wall Street

BUOYED up by more good news on inflation which raised hopes for further interest rate cuts, US stock prices rose toward new closing highs yesterday morning, writes Patrick Harverson in New York.

By 1pm the Dow Jones Industrial Average was up 7.60 at 3,211.54. The more broadly based Standard & Poor's 500 was also higher at mid-session, up 0.21 at 418.31, while the Nasdaq composite index of over-the-counter stocks continued its stellar performance, soaring 9.24 to 619.56. Turnover on the NYSE was 183m shares at 1pm.

News that producer prices fell 0.2 per cent in December provided an early tonic for the market. Evidence that inflation is no longer a threat, at least for the medium term, boosted hopes among investors that the Federal Reserve would ease monetary policy one more time.

EUROPE

Bérégovoy boosts Paris by 2.7%

FRANCE took the spotlight yesterday following comments from the Finance Minister Mr Pierre Bérégovoy, writes Our Man in Paris.

PARIS rose 2.7 per cent after Mr Bérégovoy said that the government planned to encourage long-term savings, either through company pension funds or personal equity plans.

He also said that he was considering further exemptions from the tourist turnover tax.

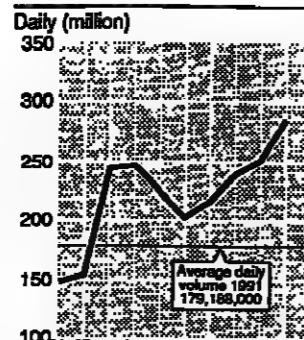
The CAC 40 index rose 42.22 to 1,433.60 in heavy turnover of FF1.2bn. Goldman Sachs was reported to have been an active buyer over the past two days.

Peugeot jumped FF127 to FF130 on a favourable newspaper report, though analysts said that it did not reveal anything new. The auto components maker, Valeo, gained FF13.6 to FF161 while its main shareholder, Cernus, surged 14.2 per cent or FF13.70 to FF109.80.

The insurers continued to climb, with UAP up FF35 to FF540 and GAN rising FF45 to FF115.60.

Weak oil prices pushed Elf

NYSE volume



shares (4m in the US and 1m overseas) to raise money for working capital. Other big airline stocks, which have been at the forefront of the market's recent rally, also fell. USAir slipped \$3 to \$150, USAir dropped \$2 to \$132, and Delta gave up \$1.25 to \$69.50.

Profit-taking also took its toll of JP Morgan, which fell \$2 to \$88 in spite of reporting strong fourth quarter earnings of \$265m, up 41 per cent on the year. The stock reached an all-time high of just over \$70 this week, so some sort of downward reaction was understandable. Citicorp held firm at \$104 after announcing the sale of a stake in Saudi American Bank worth between \$330m and \$450m.

Time Warner climbed \$3 to \$94 as investors reacted positively to the news that the entertainment group's Warner Bros film subsidiary had 13.9 per cent of the domestic box office in 1991, the largest share of any movie studio.

Interest-rate-sensitive shares were also strong with Toronto-Dominion Bank up C\$1.5% to C\$13.5% and Royal Bank C\$1.5% to C\$28.4%.

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Seoul finally lets the foreigners in

But tight liquidity has caused some frustration, says John Riddings

Since the start of this year, S. Korea has been allowed to invest directly in the Korean stock market.

But for many, the liberalisation of Asia's fourth-largest stock market has been frustrating.

Foreigners have been faced with very tight liquidity and great difficulty in executing orders," says Mr Philip Smiley of Jardine Fleming, one of two foreign companies which have been approved to trade Korean shares.

Mr Duncan Ross, manager of Baring Securities' Seoul branch, says that on most days less than 10 per cent of orders have been executed.

Liberalisation has, however, added some vigour to one of Asia's worst performers. Yesterday the index stood at 637.1, up 4.5 per cent so far this year.

March plan for Kuwait

KUWAIT'S stock exchange, shut down since Iraq's 1990 invasion, will probably reopen in March, Reuter reports.

Economists say that other measures to revive trading, including giving foreigners access, could limit falls in some pre-war share prices to between 10 and 20 per cent.

Mr Hisham al-Otaibi, the director-general of the bourse, said officials were awaiting audited financial reports from the 56 companies which were listed prior to the invasion.

He expected the government to buy about \$20bn of domestic debt from commercial banks and investment firms to boost confidence, and to provide support for shares in KSA's bourse's most active sector.

Kuwait's exchange, once the liveliest in the Gulf, had an annual turnover of around \$3bn before its closure.

But the market still languishes more than 35 per cent below its 1989 peak of 1,008.

There are two reasons for the tight liquidity. On the one hand, the strength of foreign demand has caused many shares to rise by the maximum daily amount - generally about a 5 per cent increase in the share price. Faced with such strong demand, and in the expectation of further price rises, the number of sellers has been limited.

At the same time, the limited nature of the market's opening has also caused bottlenecks.

Almost 50 of the shares on the market have reached the limits allowed for foreign ownership - about 10 per cent of a company's outstanding shares.

There has been some improvement. The fall in the market after the first few days of trading has eased the pressure and the volume of orders executed has correspondingly risen.

Whereas just weeks ago foreign orders were concluded successfully on the first day of trading, daily executions are now in excess of 10,000, according to the Securities Supervisory Board, a government agency. The total value of foreign investment this year is now more than \$600m.

As this initial demand is absorbed, the pressure of foreign buying is likely to recede. "I don't think we will see really substantial foreign investment until the economic fundamentals improve," says one analyst.

With domestic interest rates continuing to be very high, and with Korean exporters still having difficulties in overseas markets, this may take a while.

FT-ACTUARIES WORLD INDICES QUARTERLY VALUATION

The market capitalisation of the national and regional markets of the FT-Actuaries World Indices as at DECEMBER 31 1991 are expressed below in millions of US dollars and as a percentage of the World Index. Similar figures are provided for the preceding quarter. The percentage change for each Dollar Index value since the end of the calendar year is also provided.

NATIONAL AND REGIONAL MARKETS	Market capitalisation as at DECEMBER 31 1991 (US\$bn)	% of World Index	Market capitalisation as at SEPTEMBER 30, 1991 (US\$bn)	% of World Index	% change in Index value DECEMBER 31 1991
Australia (69)	105210.8	1.41	105265.4	1.44	+27.78
Austria (20)	117420.0	0.15	124977.8	0.17	+6.53
Belgium (47)	53282.3	0.03	48725.7	0.03	+1.17
Canada (115)	142201.5	1.93	146034.8	1.98	+2.65
Denmark (37)	31447.1	0.41	28885.5	0.40	+18.84
Finland (10)	1507.1	0.02	1778.0	0.02	+24.38
France (108)	243024.8	3.17	230215.7	3.12	+4.85
Germany (85)	238861.0	3.47	230215.0	3.45	+3.65
Hong Kong (56)	5927.7	0.15	52222.3	0.11	+44.78
Iceland (1)	10326.2	0.13	9595.7	0.13	+13.08
Italy (77)	103415.3	1.38	99538.5	1.35	+3.72
Japan (474)	255845.4	30.76	270731.9	31.11	+6.88
Malaysia (68)	50448.9	0.40	53854.7	0.38	+6.01
Mexico (17)	37681.3	0.51	351428.3	1.40	+14.05
Netherlands (31)	113029.7	1.47	11825.2	0.18	+8.23
New Zealand (14)	11356.0	0.15	11285.0	0.11	-12.47
Norway (28)	7492.4	0.10	8456.0	0.09	+12.47
Singapore (38)	23841.9	0.31	20627.5	0.28	+37.93
South Africa (61)	98611.1	1.28	93766.3	1.27	+35.08
Spain (53)	86123.8	1.12	85687.3	1.17	+11.11
Sweden (59)	22942.6	0.34	22702.2	0.32	+7.59
United Kingdom (225)	110265.5	1.52	108817.7	1.49	+12.20
United States (226)	702346.1	10.35	709399.0	10.71	+11.92
USA (325)	220055.7	37.68	2082161.9	38.38	+27.48
Europe (618)	1863045.8	24.00	1604371.3	20.91	+9.78
North America (157)	66455.1	0.57	57330.3	0.51	+2.58
Pacific Basin (718)	2620929.7	34.18	2619337.7	35.49	+10.48
Euro-Pacific (153)	444975.3	58.48	442402.0	59.04	+10.08
North America (640)	5048657.2	59.77	5022167.7	58.57	+2.11
Pacific Ex. Japan (244)	1063486.8	13.98	1013932.3	13.74	+8.34
World Ex. UK (2020)	476280.5	68.95	4650943.8	69.28	+17.18
World Ex. So. Af. (2194)	7570453.9	98.74	7388010.0	98.73	+16.34
World Ex. Japan (1781)	5308718.5	68.24	5011463.2	67.99	+20.30
The World Index (2285)	7887085.0	100.00	7381782.8	100.00	+16.33

* The Financial Times Limited, Goldman, Sachs & Co, and County NatWest Securities Limited, 1987

ASIA PACIFIC

Nikkei rises on late index-linked buying

Tokyo

INDEX-RELATED buying linked to the expiration of January options prompted a rebound in the Nikkei average in the final hour of trading, writes Neil Weinberg in Tokyo.

The Nikkei closed 388.64 up at 23,113.64. The final hour's gain off the day's high of 23,114.54 while the low was 22,544.34. First section volume slipped to 170m shares from 192m.

Although Nikkei led advances by 479 to 488, with 182 issues unchanged, the Topix index of all first section stocks gained 6.02 to 1,689.41 but in London the IHS/Nikkei 50 index lost 5.83 at 1,277.32.

The market saw early gains hunting after Wednesday's 3.6 per cent Nikkei drop, but it recovered later on a fall in stock index futures prices. The Nikkei then surged 373 points in the last hour on arbitration-related buying.

Automakers, banks and brokerages were among the day's losers. Honda weakened ¥60 to ¥1,420 on a downward revision of its earnings forecast for the year to end-March, while

widely expected cut in its rediscount rate. The weighted index closed 30.80 ahead at 11.11.

HONG KONG closed marginally lower. The Hang Seng index ended 3.13 to finish at 14,334. Turnover contracted to HK\$1.4bn from HK\$1.6bn.

China Light moved forward on news of its acquisition by the government budget proposals due today, one of its 15 per cent in HELSINKI rose for the fourth day in good trading, with both foreign and domestic investors seen buying. The Comit index

volume list with more than 15.3m shares traded. A total of 11.3m shares worth HK\$44.6m changed hands.

BANGKOK closed slightly higher. The All Ordinaries index softened 1.4 to 1662.0. Newly listed West Australian Newspapers closed at A\$1.70, a 70 per cent premium to turnover. The SET index put on 1.74 to 725.70 in turnover of A\$1.1

RECRUITMENT

JOB: How the best laid plans of top management are bedevilled by political forces

The job column could have anything it wished for its 10th birthday. Today, the choice would be the lack to run across many realistic books about management as it did less year in all there were two of them.

Mind you, neither was exactly off the presses. Indeed, the first which I wrote about 17 weeks back was published as long ago as 1988, being called "The Boss in Britain" but *The Managers* in the United States. It pointed out that management is not so much an economic exercise as a political one, in which the power-wielders' personal ambitions may well clash with the best interests of the organisations they rule over.

The second book, which takes the same theme further, is at least recent enough for 1991 to have seen its first appearance in paperback. The work of Sweden's Professor Nils Brunsson, it is entitled "The Organisation of Hypocrisy".

The central message is that in big complex organisations at any rate, politicking is not only inevitable, but as resistant to cure as original sin. Hence management is a process best undertaken in a spirit of Christian hope, rather than in any expectation that it will ever

The numbing effects of visible responsibility

work very well here on earth. What's more, Brunsson suggests that trying to make it do so by installing sophisticated systems beloved by business schools, is apt merely to compound the problem.

That book too has already been discussed here, 15 weeks ago. But on re-reading it since, I have twigged that several of its general truths can be distilled into a further addition to the *Laws of Organisational Stupidity* of which the Job column has for nine years been the self-appointed codifier.

The fact that the event occurred in a recession is important because it is only in such conditions that the new law – Brunsson's "Turner" – applies. At buoyant times, the general managers at the top rarely need to impose control. Availability of extra funds for expansion, albeit never as much as the subordinate department heads would like, is usually enough to persuade them and their staff to co-operate with their superiors' policies.

In the Swedish case, recession gave point to the pledge which got the authority's new top bosses elected. It was to cancel the outgoing council's plans for increases to taxes already among the highest in the land. The promise was not to reduce taxes, but only to hold them steady instead of upping them by

illustration of its workings is in connection with probably the most time-honoured of the aforesaid sophisticated systems: namely, budgeting. Although the particular exercise the professor cites took place in a Swedish local authority, I've little doubt that the budgeting rituals of big businesses are often prey to the same bedevilling forces.

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0.75 per cent, which was ordained as the minimum increase necessary by the authority's five-year plan.

The first idea of the tax-freezing calls "guardians", was to make uniform percentage cuts for the next fiscal year in the planned income of the departments providing the various services. It would be up to the departments' heads, called the "champions", to decide how the detailed savings were to be made.

But the champions objected that, as departments were not all the same, a uniform cut would affect them differently to the extent of preventing some from operating properly. So, since it was the guardians' duty to see the services worked, they should decide the specific cuts.

The blackmailing overtones of those that claim were enough to lever the guardians into concurrence. They therefore began scrutinising the details of expenditure, relying for specialised advice on the fellow-guardians they had appointed to head the committees of officials running the services concerned. Whereupon there came into play

three of the bedeviling forces mentioned earlier, the first being epitomised by Alexander Pope's line: "A little learning is a dangerous thing".

As Nils Brunsson says: "The different levels of knowledge as between guardians and champions is a typical aspect of budget processes. The guardians are all too likely to have just the amount of knowledge that makes savings difficult. If you know nothing about an operation, you can easily convince yourself there must be plenty of scope for saving, and if you know a lot about it you have a good chance of seeing concrete opportunities for saving; but if you just know a little bit, it is more difficult to see how savings can be made."

The next bedeviling force lay in the fact that the committee heads, although appointed by the top management team of which they were members, still had personal ambitions. That made them loth to see the services they were heading reduced in importance. Hence they began to side less with their fellow-guardians than with the champions in their particular departments,

using such specialised knowledge as they'd been able to pick up accordingly.

The third force was that the officials running the various services, being aware that a chain is as strong as its weakest link, declined to help the top bosses to identify sensible economies not just in their own domains but in any of the other services. So the guardians, already weakened by a fifth column in their own ranks, were also faced by a united front.

The only saving proposed to them from below were of a sort involving them in heavy risk of being visibly responsible for breakdown. Moreover, the officials added a subtle touch by suggesting that if their superiors were reluctant to decide for themselves, they should take advice from the organisation's treasury department.

That brought into play a fourth force because the treasury officials, while operating independently of the champions in the spending departments, were not in favour of savings that would cut future income. Their interest was in garnering as much cash as feasible

for the corporate kitty – which is why the professor calls them the "hoarders".

Trapped in the concatenation of all four forces, the guardians were confronted by a dilemma. Their only way of doing the job they had been put in to do as a team – namely, to impose a standstill on expenditure – was by jeopardising their individual ambitions.

There are no prizes for guessing the outcome. The pledge to hold costs was abandoned, and taxes for the coming year were increased. But the rise was only 0.5 per cent, compared with the 0.75 envisaged by the previous regime. That enabled the guardians to take advantage of a general tendency to mistake plans for reality, and represent the increase as an 0.25 per cent reduction. So they did not do too badly out of the exercise.

While the champions were also fairly satisfied with it, of course, the group who gained most from it were the hoarders. Nils Brunsson says that when the budgeted year was actually over, the financial accounts showed a surplus of more than £1m – enough not just to have held taxes steady as originally promised, but to have cut them by a full percentage point.

Michael Dixon



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Connacht Mainland

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Please reply to David Norman, Chairman, Norman Broadbent International Ltd, 65 Curzon Street, London, W1Y 7PE. Tel: 071 489 9330

**NORMAN · BROADBENT
INTERNATIONAL LTD**

BANKING FINANCE & GENERAL

South East Asian Equity Sales

London based Highly competitive package

Schroders is one of the largest and most international of the UK based investment banking groups. We are a world leader in corporate finance and investment management, and our securities operations span the globe, providing financial services to institutional clients.

Asia plays a vital part in Schroders' overall strategy, with major businesses in Hong Kong, Singapore and Japan, an expanding presence in Korea, as well as offices in Malaysia, Taiwan and Indonesia.

We intend to upgrade significantly our broking capacity in the region. As part of this expansion our London Sales desk is looking to recruit additional sales people to market South East Asian equities to institutional clients in the UK and on the Continent.

Candidates should have substantial experience of broking Hong Kong, Singaporean and Malaysian equities as well as a broad knowledge and understanding of South East Asia and its markets.

The total compensation package includes a competitive salary, performance related bonus and an attractive range of benefits.

Applications, including a full CV with current remuneration, should be sent to: Vanessa Hill, Personnel Manager, Schroders plc, 120 Cheapside, London EC2V 6DS.

Schroders



PRODUCT AND MARKETING SPECIALIST

CITY BASED

CIRCA £27-30K

Our client is an influential institution supplying services to the Finance and Securities Industries. Having recognised that the continuing development of this sector is critical to London's ability to retain its premier position in World Markets, they are looking for innovative, skilled and experienced people motivated to become involved in the management of change necessary for effective global participation.

THE ROLE

- ★ The assessment of, and definition of enhancements to, current products.
- ★ The evaluation of new system and product developments on a commercial basis.
- ★ The presentation and promotion of new services to the target market.
- ★ Ensuring compatibility of future products with current developments including TAURUS.
- ★ Preparation of detailed business plans.

YOUR EXPERIENCE AND ATTRIBUTES

- ★ Proven written and verbal communication skills.
- ★ Knowledge gained in an organisation using or supplying systems within the Finance and Securities Industries.
- ★ Ability to identify sound commercial opportunities.
- ★ Structured and analytical approach.
- ★ Educated to degree standard or equivalent.
- ★ A positive and focused attitude.

This is a unique opportunity to combine your energy and abilities in a role which will influence the future of the Finance and Securities Industries and therefore the London Market. A competitive salary will be augmented by an attractive benefits package.

Please forward career details to Julie Ball or Kate Baber in the strictest confidence at City Consultants Limited, Eldon House, 23 Eldon Street, London EC2M 7AR. Fax: 071-247 4249.

Business Development Manager

c.£34K + car & benefits relevant to a senior position - Central London

BUPA Health Services is a vital and highly visible part of BUPA. An aggressive development strategy of organic growth and acquisition has dramatically increased both the range of facilities provided and the profitability of the Health Services Division.

We have an experienced and flexible team which is at the forefront of our development, and, following an internal promotion, we are seeking a manager with relevant frontline experience. You will hold a degree, professional qualification or MBA. As Business Development Manager, you will confidently tackle a wide-ranging brief which will include:

- Strategic planning
- Conducting valuation studies
- Undertaking operational reviews
- Identifying new business opportunities
- Presenting investment proposals to the Board
- Negotiating the purchase of selected and agreed hospitals, nursing homes and other businesses.

The Business Development Manager will work closely with Operational Managers both on specific tasks and also to ensure the effective integration of new facilities in line with a post-acquisition plan.

Your salary will be enhanced by a quality car, BUPA and a company pension scheme.

Please write with your CV to: Peter K Churchley, Assistant Director Business Development, BUPA Health Services, Delphyn Court, Great Turnstile, Lincoln's Inn Fields, London WC1V 7JU.

BUPA Health Services



DEUTSCHE GESELLSCHAFT
FÜR WERTPAPIERSPAREN, MBH

High Yield Bond Portfolio Management

We are Europe's largest mutual fund management group with assets exceeding DM 50 billion with a large amount in international fixed income instruments. This includes a substantial fund that offers enhanced returns by investing in less than top grade bonds. We are looking for an outstanding candidate with proven skills in corporate credit analysis to fill a senior portfolio management position.

The successful candidate should enjoy working with a coherent and young team of portfolio experts, possess above-average communication skills and solid contacts to the securities industry in his field. Knowledge of German not a must but would be helpful in the early stages of this Frankfurt-based appointment.

Applications enclosing full career details including compensation details should be sent in strict confidence to:

Mr. Axel-Günther Benkner - Managing Director - DWS Deutsche Gesellschaft für Wertpapiersparen mbH, Grönburgweg 113-115, 6000 Frankfurt am Main 1, Germany Tel: 049-69-71909-103

We are currently retained by a AAA rated international bank who wish to recruit the following:

PROJECT FINANCE c.£27,000 - £30,000

This high-profile position affords the opportunity to take early responsibility for an individual projects portfolio, and presents excellent career potential. For this role we seek an engineering graduate, with strong analytical skills, and 2-3 years project finance experience gained with a City institution. European languages would be advantageous.

Please contact Norma Given on 071-623 1266

Jonathan Wren & Co. Limited, Financial Recruitment Consultants
No. 1 New Street, London EC1M 6TP
Telephone 071-623 1266 Facsimile 071-626 5259

JONATHAN WREN EXECUTIVE

SWITZERLAND

THE BANK FOR INTERNATIONAL SETTLEMENTS

an international institution located in Basle
with approximately 440 members of staff from 22 countries

is looking for a

STATISTICIAN/DATA BASE TECHNICIAN

to work in its Monetary and Economic Department.

The successful candidate will be involved in the specification of quality control techniques to evaluate the plausibility of data input, monitoring the daily processing of statistics and the integrity of data bases.

Candidates should have excellent qualifications in computer-based statistical methods and preferably also in economics. In-house facilities include mainframe, micro-computers and telecommunication links with client institutions and commercial data services.

In addition, candidates should have some previous experience with national or international statistics. A good knowledge of English is essential; knowledge of French and/or German would be an advantage.

The Bank offers attractive conditions of employment in an international atmosphere, excellent welfare benefits and the facilities of its own sports centre.

Applications, together with a recent photograph and references, should be sent to the Personnel Section, Bank for International Settlements, 4002 Basle, Switzerland, quoting reference No. 92106.



FIXED INTEREST MANAGER

Providence Capitol is seeking a Fixed Interest Manager to join its team of Investment Professionals.

This is a new position, the purposes of which are

a) to develop and thereafter help to maintain a new Computer system which will provide an expanded analysis of our insurance company assets and liabilities, so as to enhance our ability to manage these assets effectively. Thereafter,

b) to assist in the management of the Group's Worldwide Bond Portfolios, totalling £450m, of which the insurance company assets are the major part.

Applicants for the position must have a strong technical ability, with particular emphasis on computer skills (preferably ORACLE). They must also have an avid interest in fixed interest portfolio management, with a personal record of achievement in that area.

The position will be located at our Head Office in Hook, Hampshire. A competitive package is on offer for the right person. If you wish to apply, please write (enclosing a full C.V.) to:

John Gordon, Investment Director
Providence Capitol Portfolio Managers Limited
Providence House, 2 Bartley Way, Hook,
Basingstoke, Hampshire RG27 9XA

£75,000 + Banking Benefits + Options

Major UK Merchant Bank

Compliance Director

Senior appointment for an experienced compliance specialist to bring a new philosophy and fresh impetus to this key function. The Board wishes to improve the effectiveness of compliance across the Group, bringing it closer to the business, and enhancing its strategic significance. The position reports to the Chief Executive.

THE ROLE

- Responsible for Compliance through direct reports across the full range of the Group's activities in merchant banking, investment management, private client services and retail financial services.
- Build key relationships with the heads of divisions actively gaining a knowledge of the dimensions of the business and promoting the role of compliance.
- Maintain regular contact with the Chief Executive and anticipate potential problem areas and their repercussions on the bank's strategy.

London 071-973 0689
Manchester 061-941 3818

Selector Europe
A Spencer Stuart Company

Please reply, enclosing full details to:
Selector Europe, Ref P737012,
16 Connaught Place,
London, W2 2ED
071-973 0689

Marketing Assistant

Career opportunity with premier International bank for young but experienced Economics graduate

Attractive salary + banking benefits

If you have already supplemented your degree with a couple of years' experience in Equity Research or Credit Analysis, either in the City or with a management consultancy, you should now be looking for your next career step. The ideal way to build on such a background is to join a major international bank with a reputation for making the most of young talent - and for allowing young talent to make the most of the experience it offers.

UBS Phillips & Drew, part of the AAA rated Union Bank of Switzerland, certainly has such a reputation. This opportunity, the first step on the Bank's marketing career ladder, involves working with senior professionals to research and write for the Fixed Income Group for major government and corporate issuers. An understanding of financial markets, combined with genuine if nascent marketing flair, will be necessary to ensure that all presentation material meets the high standards to which the group operates. The job involves working with many different departments in the UBS group, and this will put a premium on inter-personal skills.

Ideal candidates will be Economics or Accounting graduates in their early twenties, who have already demonstrated their intellect by achieving at least a 2:1; a knowledge of standard computer software would be an advantage, as would a facility with languages, ideally French; above all, however, the ability to express yourself clearly and concisely, both orally and in writing, will be critical.

Please send full career details to:
Barbara Turner, Personnel Manager,
UBS Phillips & Drew
100 Liverpool Street
London EC2M 2RH



FINANCIAL TIMES/LES ECHOS

European M & A Manager/Associate Director

Excellent Salary + Bonus + Banking Benefits

This is an outstanding opportunity for talented young professionals to join a leading British merchant bank, creating a small team to develop cross-border M&A activity throughout western Europe.

THE COMPANY

- Merchant Banking arm of strong UK banking group.
- London head office forms hub of pan-European Corporate Finance/M&A capability.
- Focus on first class advisory services for small and medium sized corporates in the City and on the Continent.

THE POSITIONS

- Each member of team responsible for own region: France/Germany/Italy/Spain/Benelux/Scandinavia.
- Fully responsible for identifying, marketing and transacting deals, using own contacts and bank's network.

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City of London

- ◆ Operate independently from London base. Extensive travel will be required.
- QUALIFICATIONS**
- Highly motivated, entrepreneurial and ambitious. Aged 28-35. Mature graduate, probably with further professional qualifications.
 - Proven track record of deal initiation, transaction and completion.
 - Ideally, national of mainland European country also fluent in English and preferably one other European language.

Please reply in writing, enclosing full cv, or phone Maggie Henderson-Tew on 071-495 6292, or fax on 071-405 1786, Ref L01011E
54 Jermyn Street, London, SW1Y 6LX

SENIOR FINANCIAL RECRUITMENT CONSULTANT Middle East Region

Our clients are one of the City's leading financial recruitment consultancies, with a growing international presence.

They wish to appoint a Senior Recruitment Consultant to assist in developing their expanding Middle East business.

Applicants should have at least 10 years international banking experience, with exposure to a wide range of banking disciplines. Previous experience in the Middle East will be preferred.

In addition to a good basic salary, a generous bonus scheme and other fringe benefits are offered.

Please write in strictest confidence, enclosing a c.v., to:
Jeremy Sharp, ABGH Advertising and Recruitment Services Limited,
53 Brampton Road, Knightsbridge, London SW3 2DP.

ABGH Executive Recruitment

SALES PERSONS
Required by
major investment house.
Enthusiastic and energetic
Representatives for
mid-Jan launch of new
derivative fund.

The R.F. Agency, 0171-274 6119 or write
to: The Director, 10th Floor, 40 Grosvenor Gardens,
London SW1W 0AA.

COMMISSION - SHARING
Small highly professional and friendly Stockbrokers, operating in the active market of advertising and promotional
discretionary private client funds seek
commission sharing brokers with
experience of advertising and promotional
funds. Own client base - 32 and 33A
Whitechapel, London SE1 9RL.

Medium-sized well established
Midlands based Manufacturing
Company

Active in international markets invites
applications for the post of Chief
Executive.

It is anticipated this being a full time
position, with the right applicant.

CVs please send to Box A1725,
Financial Times, One Southwark Bridge,
London SE1 9HL.

**APPOINTMENTS
WANTED**

Male 22

Seeks suitable employment

Exp. in International Banking
investments, import/export
with emphasis on South Africa.
Hardworking & enthusiastic.

Excellent presentation
communication skills. W.P.C.
proficient. Excellent references.

Please write Box A1728, Financial
Times, One Southwark Bridge,
London SE1 9HL.

FOREIGN EXCHANGE

Senior Dealer, 20 years
experience with small size names.
Proven track record. Seeks now
challenge immediate start.

Write to Box A1729,
Financial Times, One Southwark Bridge,
London SE1 9HL.



The Radio Free Europe/Radio Liberty Research Institute,
located in Munich, is looking for a

Senior Media & Opinion Research Analyst

for its Media & Opinion Research Department.

Candidates should have an advanced degree and be specialists in issues concerning public opinion in Eastern Europe and the Soviet Union. Experience in public opinion analysis with special attention given to the study of opinion structures, socio-cultural change, value studies, and a good understanding of multi-variate statistical methods is essential, as is native-level fluency in English and the ability to write cogently. Knowledge of one or more of the area languages is desirable, but not required. Computer literacy and the ability to type are expected. We offer an excellent salary / benefits package, often including company-paid housing.

Prospective candidates should apply by submitting a detailed resume - including salary history - to:

RFE/RL, Inc. Staffing & Training (RIMO)
Oettingerstr. 67, D-8000 München 22
Germany

**1992—
YOUR CRUCIAL YEAR!**
Challenging your career?
Planning employment?
Thinking about
making vital contacts?
Now is the time to contact us for
the latest information on
our services.
• CAREER ADVISERS
• INTERVIEW PLACES
• 0171-482 5222 (24 hrs)

Compliance Manager

Major UK Fund Manager

c £38,000 & Profit Share+ Benefits

Key senior appointment in established Group Secretariat of a significant UK Financial Services Group. Opportunity to influence strategy and operations with full responsibility for the development of best compliance procedures.

THE COMPANY

- Market leading UK based investment management group.
- Well defined corporate philosophy, performance driven culture and strong management team.
- High calibre Group Secretariat. Well established and committed to maintaining high professional standards.
- Central consultative role providing guidance and interpretation on IMRO, LAUTRO and SIB rules.
- Research and develop effective internal procedures and monitoring programmes.

- Train personnel at all levels in compliance.

QUALIFICATIONS

- Qualified Accountant or Lawyer, aged 28-35, with extensive knowledge of FSA requirements.
- Experience in compliance in either financial services or the Professions.
- Ambitious, determined individual combining strong technical and interpersonal skills with commercial awareness.

Please reply in writing, enclosing full cv,
Reference K5222
54 Jermyn Street, London, SW1Y 6LX

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MANCHESTER • 0625 539953 • GLASGOW • 041 204 4334 • ABERDEEN • 0224 638080

INTERNATIONAL EQUITY DEALER

The opportunity to transact equity purchases
and sales with a leading global fund manager

The company is part of a world leading international financial services group and is responsible for global management of investments, primarily in equities. Portfolios typically consist of equities from up to fifteen countries, chiefly the larger economies in the Far East, Europe and North America. You would be one of two dealers responsible for deciding method and timing of transactions as well as selection of trading counterpart. You would also liaise closely with fund managers to provide commentary on market tone and direction.

To be a candidate you must have experience of dealing in equities. Our strong preference is that this experience be gained in Investment management or in a bank. Preference will also be given to candidates with experience of dealing in overseas equities, ideally European. The company offers a fully competitive remuneration package. To apply please write with full cv to John Sears and Associates, 2 Queen Anne's Gate Buildings, Dartmouth Street, London SW1H 9BP. Fax 071-222 3445 or telephone 071-222 7733.

John Sears and Associates

Executive Search & Selection in Investment Management

A MEMBER OF THE SMCL GROUP

International Asset Management Co.

Offshore Mutual Funds Development

c. £30,000 + Car

The City

Our Client, one of the major Fund Management companies, has some £15m under management. They have a reputation for professionalism and for providing a unique working environment. They have a considerable portfolio of Offshore Mutual Funds and regard this as a key development area.

They now seek an additional executive in this area to work with the Director on all aspects of development and administration. The duties will include helping to establish new funds, monitoring all aspects of a range of existing funds, and helping with the administration of small department's other functions.

The job will appeal to a person who

Please write, enclosing your CV, to
Keith Fisher at Overton Shirley & Barry, Prince Rupert House, 64 Queen Street, London EC4R 1AD.
Tel: 071-248 0355.

INTERNATIONAL SEARCH AND SELECTION

Head of Compliance

An excellent career opportunity has arisen with Canadian Imperial Bank of Commerce (CIBC) as Head of Compliance for the CIBC group of companies operating in London, Frankfurt, Paris, Geneva, Milan and Guernsey. The CIBC Group is one of the largest North American Banks and operates in many of the world's major financial centres across a range of activities. The major activities in Europe include Treasury Products, Investment and Corporate Banking. Through our subsidiary Wood Gundy Inc. we are active in the Fixed Income, Equity and Swap markets.

Candidates should have approximately three years experience as a Compliance Officer with professional qualifications in accounting or the legal profession and a thorough knowledge of SFA regulations. While the position has a supervisory element the successful candidate will be expected to be involved in operations, settlement procedures and product development. A proactive, hands-on approach combined with strong interpersonal skills and an assertive personality are essential. A knowledge of French or other European languages would also be advantageous.

A salary package reflecting the seniority of this position, with all usual banking benefits, including a subsidised mortgage and company car will be offered.

Please write, including details of your current package, to Susan Humphreys, Personnel Department, Canadian Imperial Bank of Commerce, Cottons Centre, Cottons Lane, London SE1 2QL.



**Canadian Imperial
Bank of Commerce**

MARKETING MANAGER

A new and important position
for a specialist with expertise in off-shore financial markets

Douglas, Isle of Man

Allied Dunbar International, part of the highly successful Allied Dunbar Group, provides off-shore private banking and investment services to the expatriate market, and manages a range of international investment funds currently totalling £100 million.

We're now seeking an experienced financial marketing professional to help expand the business by devising and executing the Company's marketing strategy.

This is a highly challenging position needing a proven track record of success in marketing to the off-shore broker market. Your thorough knowledge of the market and its likely future developments will be complimented by a network of existing contacts.

You will need to be an excellent communicator and presenter, and a supremely effective influencer. You will maintain close working relations with Brokers, the Sales Force and the Marketing Department at Head Office in Swindon.

With an absolute minimum of 5 years' experience in the off-shore financial services industry, you will have a genuine

Attractive Package + Car

marketing flair, together with creative and innovative thinking on the design and production of literature and sales aids. The drive and initiative to make your ideas work is vitally important plus the ability to manage a small team effectively.

The position is located in Allied Dunbar International's new office in the centre of Douglas, Isle of Man, although there will be extensive opportunities for travel. Relocation assistance will of course be provided, together with a wide range of excellent benefits including a fully expensed car, free BUPA, non contributory pension scheme, free life assurance and 25 days' holiday.

If you have the expertise and commitment we are looking for, please send your CV to Lesley Pearson at Allied Dunbar, 9-15 Sackville Street, Piccadilly, London W1A 2JP. Alternatively, telephone her for more information on 071 434 3211.

We are an Equal Opportunities Group. Applications are welcome regardless of sex, marital status, ethnic origin or disability.



EQUITY SALES - DUBLIN

Goodbody Stockbrokers, a member of AIB Group, is one of Ireland's leading stockbrokers.

We wish to recruit a person to head the growth and development of our business in non-Irish equities with institutional clients. The position will involve providing a service covering a range of international markets and participating in developing suitable research products.

Successful candidates will have several years' experience working on UK or European equities and will be accustomed to dealing in a research driven environment. They will also be highly motivated and versatile. The remuneration package will be competitive.

Please send full curriculum vitae stating current remuneration to:

Managing Director - Reference IEFT
Goodbody Stockbrokers
3-5, College Green,
Dublin 2.

Goodbody Stockbrokers

3-5 College Green, Dublin 2, Ireland.
Tel: (01) 353 1 679 3888 Fax: (01) 353 1 679 3888

THE OPPORTUNITY OF 1992 - CITY

Equity/Bond Sales

We are looking for high quality sales people to join us in our exciting plans for 1992.

Successful candidates will have had experience on an equity or bond desk and have the ability to build their own teams within their chosen specialty.

Applicants are anticipated to be within the range of 25-35 years of age and should be looking for unique opportunities.

Please write in confidence together with full CV to:
Box A1726, Financial Times, One Southwark Bridge, London SE1 9HL.

AUSTRALIAN EQUITY SALES LEADING STOCKBROKERS

Requires a Senior Institutional Salesperson to join its highly successful London team. Sound knowledge of the Australian and New Zealand economies and investment markets required.

Minimum 3 years relevant experience and degree level education essential.

Please send CVs to Box No: A1727 Financial Times
One Southwark Bridge, London SE1 9HL

EXECUTIVE DIRECTOR CORPORATE FINANCE

A FAST GROWING MERCHANT BANK IN NIGERIA INVITES APPLICATIONS FROM CANDIDATES WITH EXTENSIVE EXPERIENCE IN CORPORATE BANKING INTERNATIONALLY. EXPERIENCE IN AFRICA IS PREFERABLE BUT NOT ESSENTIAL. APPLICANTS MUST HAVE EXCELLENT UNIVERSITY LEVEL ACADEMIC BACKGROUND WITH A DEGREE IN BANKING, FINANCE, ECONOMICS OR RELATED FIELD. YOUR EXPERIENCE WILL HAVE GIVEN EXPOSURE TO MONEY & CAPITAL MARKETS FINANCING, DEBT SECURITIZATION, MERGERS & ACQUISITIONS AND MULTINATIONAL PROJECT FINANCING.

OUR COMPENSATION PACKAGE IS COMPETITIVE AND NEGOTIABLE.

YOUR DETAILED CV SHOULD REACH KAYE TESSLER & CO, 86 WEST GREEN ROAD, LONDON N15 NOT LATER THAN JANUARY 20, 1992.



Corporate Finance Executive

Spanish speaker

City of London

MBA, accounting or legal qualification

Age: Late 20s - early 30s

Salary: c £40,000 plus mortgage subs, bonus and generous banking benefits

Yamaichi Securities is one of the world's leading securities houses, with 40 offices spanning 24 major financial centres. In London, Yamaichi International (Europe) is its European flagship employing over 350 people from twelve countries.

A key position has arisen in its expanding Corporate Finance department for a highly motivated Corporate Finance professional.

Reporting to the Head of the Southern European Desk, the position's primary responsibility will be to market a full range of corporate finance services, predominantly to Spanish and Portuguese clients.

Ideally, candidates will have fluent Spanish and the ability to use their extensive contacts in the public and corporate sectors in both Spain and Portugal. A proven track record in deal making, excellent communication and negotiation skills, together with commercial flair and dynamism gained in a leading financial institution are essential for success in this competitive and challenging environment.

Candidates should submit a detailed cv, in confidence, to Kath Lawrence, Head of Personnel, Yamaichi International (Europe) Ltd, 111-117 Finsbury Pavement, London, EC2A 1EQ

Yamaichi International (Europe) Limited
Member of the Securities and Futures Authority and Member of the London Stock Exchange

INVESTMENT BANKING MANAGING DIRECTOR

A boutique mergers and acquisitions firm, specializing in the media, communications and entertainment industries, is seeking a Managing Director for its London based affiliate.

This position requires an individual with significant experience in originating, structuring and closing transactions, specifically within the European media industry. The qualified candidate will have several years of experience in working with top European media firms. The qualified candidate should also have extensive knowledge of the U.K. banking community. The individual must have a working knowledge of American accounting principles, Securities Exchange Commission regulations and U.S. law as it pertains to mergers and acquisitions. Fluency in at least one additional language, preferably French, is a requirement. Substantial travel required.

Box A1719 Financial Times Number One Southwark Bridge London, SE1 9HL

European Treasury Manager

A challenging new treasury appointment
with a major PLC

c£38,000 equivalent

Our client is a dynamic UK PLC engaged in the international distribution and processing of fresh food. It has major and fast-growing operations in Continental Europe.

In order to develop closer treasury control and management of the Group's European businesses the new position of European Treasury Manager has been created, based at the regional headquarters in Antwerp. The key tasks of this function will be to analyse in depth the cash management and risk exposure characteristics of these businesses, and to develop and manage systems and techniques to achieve substantial cost savings. This will require close collaboration and detailed discussion with operating management and local banks. In addition there will be a certain amount of work requiring an overall Group perspective.

As the successful candidate you are likely

Belgium

to be in your late 20s or early 30s and a graduate Chartered Accountant with treasury related experience in a comparable organisation. Practical treasury experience in Europe, and working knowledge of European languages would be useful. Analytical and inter-personal skills are essential, together with a creative approach and the ability to work effectively without detailed guidance and support.

An attractive salary will be supplemented by a full range of benefits and, where appropriate, relocation costs will be reimbursed. Career opportunities in the Group are excellent. If you wish to be considered for this appointment please write in confidence enclosing a CV and details of current remuneration to Douglas Austin Ref. 7211, MSL Group Limited, 32 Aybrook Street, London W1M 3JL Tel: 071-487 5000.

MSL International
CONSULTANTS IN SEARCH AND SELECTION



Internal Audit Manager

A Senior Role with a Market Leader

FOLLOWING A PROMOTION, A VACANCY EXISTS FOR AN INTERNAL AUDIT PROFESSIONAL FOR THIS SUBSTANTIAL MANUFACTURING COMPANY. THE UK SUBSIDIARY OF A MAJOR MULTINATIONAL, BRITISH ALCAN ALUMINIUM PLC IS ENGAGED IN THE PRODUCTION AND DISTRIBUTION OF ALUMINIUM AND CHEMICALS PRODUCTS, OPERATES ON SOME 30 WORKS LOCATIONS THROUGHOUT GREAT BRITAIN AND EMPLOYS APPROXIMATELY 9000 PEOPLE. TURNOVER IN 1990 WAS OVER \$800 MILLION.

THE INTERNAL AUDIT MANAGER WILL MANAGE A TEAM OF AUDIT SPECIALISTS WHO ARE REGULARLY ASSIGNED TO OPERATING CENTRES THROUGHOUT THE COUNTRY. THEIR DUTIES ARE TO ENSURE THAT UNITS ARE CONFORMING TO AGREED PRACTICES AND PROCEDURES, TO MONITOR PERFORMANCE AGAINST OBJECTIVES AND TO ASSESS THE ADEQUACY OF INTERNAL CONTROLS.

THE POSITION REPORTS TO THE DIRECTOR OF FINANCE AND IS BASED AT THE UK HEADQUARTERS

NEAR GERRARDS CROSS IN BUCKINGHAMSHIRE. REGULAR TRAVEL, MAINLY WITHIN THE UK, IS REQUIRED.

CANDIDATES SHOULD BE QUALIFIED CHARTERED OR CERTIFIED ACCOUNTANTS WITH CONSIDERABLE INTERNAL AUDIT EXPERIENCE, PREFERABLY GAINED IN A LARGE MANUFACTURING COMPANY. THEY SHOULD ALSO POSSESS EXPERIENCE OF MANAGING AND MOTIVATING PROFESSIONAL STAFF, EXCELLENT INTERPERSONAL SKILLS AND THE ABILITY TO COMMUNICATE EFFECTIVELY WITH ALL LEVELS.

AN ATTRACTIVE AND PROGRESSIVE SALARY WILL BE OFFERED AND THE USUAL LARGE COMPANY BENEFITS ARE AVAILABLE. A COMPANY CAR IS PROVIDED.

PLEASE WRITE WITH FULL DETAILS, AND QUOTING REFERENCE AB/294, TO TONY BUTCHER, MSL ADVERTISING, RECRUITMENT RESOURCES, 32 AYBROOK STREET, LONDON W1M 3JL. TEL: 071-487 5000.

MSL Advertising

GROUP FINANCIAL DIRECTOR/ COMPANY SECRETARY

Surrey

£42,000 + Bonus + Benefits

With a £15m turnover our client is a publicly quoted engineering group which is involved in worldwide industrial and defence contracts.

The position of Group Financial Director and Company Secretary would suit an FCA or FCCA who is used to operating at main board level, has a proven track record in financial and management accounting and is fully conversant with all procedures relating to public companies.

Applicants should be at least 35 years old and able to demonstrate that they have sufficient experience and associated commercial skills ideally gained in medium sized engineering companies.

For further information please contact Accountancy Personnel, 2nd Floor, Pearl Assurance House, High Street, Woking, Surrey GU2 1YJ. Tel No: 0483 757774.

Accountancy Personnel

Hays

Financial Controller

Telford Up To £35,000 + Car + Bonus + Share Options

Our client is a market leader in the manufacture of materials for the FMCG sector. Entrepreneurial in style with a heavy emphasis on effective teamwork, the company wishes to appoint a Financial Controller to take a frontline role in a small management team responsible for the day-to-day control and direction of the company.

As the senior financial manager in Europe, you will be engaged in tasks ranging from effective management reporting to the analysis and evaluation of company performance and profitability.

Flexible and team orientated in outlook, you will have the necessary technical skills to make a significant input to the general management of the company.

If you are a qualified accountant with manufacturing industry experience gained in a small to medium sized organisation, we would like to hear from you. An ability to speak German or French would be advantageous, though not essential.

Please write, with full career and salary details, quoting reference B/357/81, to Steven French. Previous applicants need not apply.

KPMG Executive Selection

KPMG Peat Marwick, Peat House, 2 Cornwall Street, Birmingham B3 2DL.



Stowe School
Buckingham

Appointment of FINANCE DIRECTOR/ BURSAR

THE GOVERNORS WISH TO APPOINT A FINANCE DIRECTOR/BURSAR TO SUCCEED THE PRESENT BURSAR WHO IS RETIRING ON 31 DECEMBER 1992.

THE PERSON APPOINTED SHOULD HAVE PROVEN ADMINISTRATIVE ABILITY AND SUBSTANTIAL EXPERIENCE OF FINANCIAL MANAGEMENT. HE OR SHE IS LIKELY TO BE AGED OVER 40.

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ACCOUNTANCY COLUMN

Turning over a new leaf to reveal vital statistics

By Andrew Jack

This will not be late for a final New Year resolution: As the festive excesses fade, the first accountancy column of 1992 offers a chance for some influential readers to turn over a new leaf and respond to growing pressure to expose one of their most vital statistics.

There is still time for action during the current year. The larger UK accountancy firms collaborate each spring to reveal several useful and comparable figures on their financial performance for the year to March 31, which are published in early summer.

They show fee income, broken down by the increasingly diverse divisions within each firm: audit, management consultancy, insolvency and so on. It is also normally possible to gather figures for the number of partners and salaried staff for the period.

But one crucial figure is always missing: the level of profit. Inside each firm, few salaried staff have accurate information on the money taken home by their partners. Outside the profession, an even smaller number can do more than guess.

A handful of the firms with more open attitudes do provide data for internal consumption. Some head-hunters - and staff recruiters within the different firms - can make calculated guesses from the declared income of job seekers. Most others, including accountants' clients and the general public, are left in ignorance.

The absence of a profit figure makes it impossible to arrive at any realistic estimate of financial performance for the firms, several of which are big businesses by any standard. The highest-earning firm, Coopers & Lybrand Deloitte, declared

fee income last year of £588m. The potential ambiguity from fee income alone is arguably greater than ever this year. Revenues may have continued to rise for most of the top 20 firms during 1991 in spite of the recession. But without a profit figure, there is no way of calculating elements like the cost of buildings and other overheads, the contribution to income from firms that were acquired or merged, and the amount generated by discounting on fees to win new business, all significant factors.

Mr Ian Brindle, senior partner at Price Waterhouse, sees no justification for disclosure. He asserts that partnerships are privately-owned bodies which are not legally obliged to reveal profits, so there is no reason why they should.

The Institute of Chartered Accountants in England and Wales has no official policy on the subject. "It is a proprietary matter for firms themselves," says Mr Henry Gold, technical director.

"Some people find it a little ironic that at the same time as accountants are championing full disclosure in their client companies, they are not revealing their own profits."

Partnership between partners' earnings and staff salaries is quite large.

"Everybody would find it helpful if they were disclosed," he adds. "It would let us know which practices are doing well and are appropriate to do business with." But he concedes that it might make partnerships more vulnerable to negative publicity and even takeover fears.

The accountancy firms say that revealing profits would lead to misinterpretation. Partnership "profits" are deceptively large, because - unlike company directors' remuneration - they reflect the reward for owning and holding unlimited liability in the business, and compensate for benefits

not offered by the firms such as pension contributions.

In consequence, most firms say they will only publish profits figures if their competitors do the same, so that fairer comparisons can be made. Some stretch that to include other forms of partnership, most notably surveyors and law firms.

In fact, the *American Lawyer* magazine began publishing an annual table of US law partnership revenues and profits in 1985. It is now widely accepted and used within the profession.

Mr Steven Brill, editor and publisher, says: "There was initial hostility, but now firms strive to co-operate. Our biggest problem is too much co-operation - some of the figures look fudged."

He argues that the tables offer law firms, clients and job-hunters valuable market information to show how to assess their rivals. He believes the comparisons have been used extensively as a benchmark by some competing firms which scrutinise each other's costs and profits.

"In any free market there is some good to be had from the free flow of information," he says. "The firms are such large institutions, employing so many people and consulted so widely that the value of this information is quite high."

In contrast, Mr Nigel Stapleton, finance director of Reed International and chairman of the technical committee of the 100 Group of finance directors of leading companies, says he is not aware of strong calls for greater disclosure by accountants in the UK. "Profit per partner would not be

sufficient information to judge the performance of a firm," he says. "You would need to measure the ability of a partner to come up with extra capital if required. That involves levels of personal disclosure which we could not expect."

Nevertheless, he does welcome the amendment to the Companies Act introduced last year which will force publication of non-audit fees charged to a company by its auditors. He believes reliance on an individual client is the issue most likely to threaten the survival or independence of an accountancy firm.

Others argue that the existing levels of fee income declared each year may be suspect, since disclosure is voluntary and the figures are not audited. There are fears that a single additional statistic on profits could be equally unreliable.

"Personally I'm quite relaxed about it," says Mr Nick Land, London managing partner for Ernst & Young. "I don't feel defensive about my income - as long as everyone else publishes their profits so we are not giving away competitive advantage, and the figures are comparable."

He acknowledges that pressure is likely to grow with the perception that the large accountancy firms are changing from partnerships into large corporate entities with responsibilities to reveal more information.

A final thought: If accountants were to disclose their profits this year, it is likely that at least some would be embarrassed by partners' losses rather than largesse. But at least they would have a low base from which to increase profits over the coming decade.

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String Way, Borehamwood, Herts, WD6 2AZ.

GROUP FINANCIAL CONTROLLER**LONDON****AGE PROFILE 30-40****CIRCA £55,000 + CAR + BENEFITS**

With an outstanding reputation for innovation and project management, our client is a leader in one of the world's most competitive business areas.

Its UK headquarters continues to develop as a function of the constantly changing business environment and as a result an experienced Group Financial Controller is required to manage the UK accounting function.

As an integral part of the senior management team you will report directly to the Finance Director and assume responsibility for a staff in excess of twenty-five.

The successful applicant will be a qualified accountant with commercial experience gained ideally within the property field. In addition to excellent technical ability, you must possess outstanding management and interpersonal skills

as you will be liaising with senior individuals both within and outside the organisation. A hands-on approach to problem solving is a pre-requisite of this challenging role.

To discuss this exceptional opportunity further, contact Graham King or Giles Daubney on 071-379 3333 or send a detailed CV to Robert Walters Associates, 25 Bedford Street, London WC2 9EP, (fax 071-915 8714)

ROBERT WALTERS ASSOCIATES

LONDON WINDSOR BIRMINGHAM BRUSSELS ANTWERP AMSTERDAM

BBC TELEVISION

**Head of Finance and Systems
Studio Production Resources****c.£35k plus relocation****West London**

Studio Production Resources is a £60m business and the BBC's major provider of studio facilities, employing c.1000 highly skilled staff.

The introduction during 1992 of Producer Choice will allow programme makers to seek competitive tenders for staff and studio facilities. The ability of Studio Production Resources to attract and retain business will be vital in securing its success in this new and challenging environment.

A key position in the achievement of this aim will be the new appointment of a Head of Finance and Systems. Directly accountable to the Head of Studio Production Resources, you will contribute to policy formulation, be the financial controller of the operation and play an active part in the management team through the provision of strong financial leadership.

Key responsibilities will include:

- The production and critical review of routine and ad hoc management and financial information.
- The further development of planning, forecasting and budgeting procedures.

- The enhancement of computer based financial and management reporting information systems.

The successful candidate will be professionally qualified and have several years experience gained in a progressive large commercial environment, ideally within the service sector. The ability to demonstrate a high level of commitment, gain credibility and successfully manage change will be essential to a successful appointment.

Interested applicants should send their Curriculum Vitae to: Teresa Simpson, Michael Page Finance, 39-41 Parker Street, London WC2B 5LH.



Michael Page Finance

Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Finance Director**Thames Valley c£45,000 + Bonus + Car + Banking Benefits**

Our client, a subsidiary of a major Finance House, is a substantial player in the field of Asset Finance. The Thames Valley based subsidiary is engaged in the supply of medium ticket tax based leasing products, principally through sales finance programmes with major suppliers.

Following an internal promotion they now require a Finance Director to continue the company's progression as it expands. The role encompasses responsibility for the full finance function, control of data processing and contract administration. Key early tasks will be to conclude the review of the specialist leasing systems and the management reporting routines, with a view to satisfying future business and information needs.

Reporting to the Managing Director and functionally to the Group Finance Director, the job holder is responsible for 30 staff.



Michael Page Finance
Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

Finance Director**Northants**

Based in rural Northamptonshire, our client is a key division of a rapidly growing PLC, engaged in design and build work for high street retailers, with markets expanding both at home and abroad.

They are now looking for a Finance Director to assume full responsibility for both finance and systems departments and to liaise actively between group and subsidiary in the ongoing expansion of the division.

The position carries responsibility for ten staff and reports operationally to the Managing Director and functionally to the Group Finance Director. In addition to developing management and group reporting, improving credit control and costing systems, the position involves financial planning and budgeting and the development of formal strategic goals. Improvements in productivity and profitability will be achieved by working closely with production to accurately predict



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Finance Director**South West**

Our client is a £20 million plus turnover subsidiary of one of the UK's leading industrial groups. The company has multi-site operations and is engaged in a highly competitive, fast moving, manufacturing sector. Internal promotion has created the requirement for a high calibre financial manager to join the executive team.

The successful applicant will be responsible to the Managing Director for all areas of financial management and control, including:

- * Participation in the development and implementation of business plans to achieve the company's objectives.
- * Production of consolidated information, statutory accounts and divisional taxation computations for both local management and group use.
- * Compilation of budgets, cash and profit forecasts.



Michael Page Finance
Specialists in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

£40,000 + Bonus + Car

- * Appraisal of all major capital projects including the evaluation of potential acquisition targets.

He/she will also be expected to contribute to the successful commercial development of the business.

Candidates, aged 35-45, should be 'Top 6' qualified Chartered Accountants, with a demonstrable track record of achievement in a commercially demanding manufacturing environment. Strong interpersonal skills, a high level of business acumen and the ability to work accurately to tight deadlines are essential prerequisites. Career development opportunities within the group will be substantial.

Interested applicants should forward a comprehensive curriculum vitae, quoting ref: 3026 to Paul Toner at Michael Page Finance, 29 St Augustine's Parade, Bristol BS1 4UL. Tel: 0272 276509.

Price Waterhouse**EXECUTIVE SELECTION**

Two challenging opportunities have arisen to join a major international group. Expansion in the UK and Europe now requires the setting up of an Internal Audit function and the appointment of two key personnel.

Senior Manager - Internal Audit**£50,000-£55,000 + excellent benefits London**

Working closely with the Group Finance Director, you will be responsible for establishing the function and developing a proactive approach to reporting on existing operations and planning for future growth.

A qualified accountant, you will have substantial experience of auditing, together with management responsibility within the profession and/or industry.

You will be able to demonstrate a record of achievement and may already have been involved in setting up an Internal Audit function.

Your ability to generate immediate personal authority, with senior management throughout the group is essential as are strong communication and leadership skills. Reference F/1227.

Computer Audit Specialist**£40,000 - £45,000 + excellent benefits London**

Acting as the Number 2 to the Senior Manager - Internal Audit, you will be responsible for establishing and controlling the EDP audit aspects within Internal Audit. You will develop EDP audit methodologies and policies and take charge of large and complex EDP audit assignments.

You will have a Computer Science degree and/or

relevant professional qualification together with a number of years' experience in computer auditing. Ideally you will be a qualified accountant.

You will work well in a team environment and be able to establish personal credibility with senior management. Reference F/1228.

Candidates interested in applying for one of these new and challenging roles should write immediately, enclosing full career details and quoting the appropriate reference number to Heather Thomas at: Executive Selection Division, Price Waterhouse, Management Consultants, Milton Gate, 1 Moor Lane, London EC2Y 9PB.

ACCOUNTANT - £22,000 TAX FREE**SINAL, EGYPT****MULTINATIONAL FORCE AND OBSERVERS**

ENTHUSIASTIC, SELF MOTIVATED INDIVIDUAL WITH 3-5 YEARS EXPERIENCE IN BOTH FINANCIAL AND MANAGEMENT ACCOUNTING AND PC SKILLS IS NEEDED FOR THE FINANCE DEPARTMENT OF THE MULTINATIONAL FORCE AND OBSERVERS, AN INTERNATIONAL PEACEKEEPING FORCE IN THE SINAL DESERT. CANDIDATES SHOULD BE PART OR RECENTLY QUALIFIED, AGE 25+

TWO YEAR RENEWABLE, SINGLE STATUS PACKAGE (INCLUDES HOUSING, MEALS & EXCELLENT SPORTS FACILITIES). SEND C.V. BY EXPRESS POST TO:

CHIEF OF PERSONNEL
MULTINATIONAL FORCE & OBSERVERS
AMERICAN EMBASSY/MFO
PSC 59 BOX 100
APO AE 09624
USA

OR BY FAX MFO HEADQUARTERS IN ROME ITALY - 396-592-0692

MFO REGRETS IT CANNOT RESPOND TO ALL APPLICANTS

Finance Director

A £70m turnover Plc, my client has recently undergone a major restructuring exercise and has returned to profitability. They now seek a Finance Director to assume responsibilities at Group level and co-ordinate the financial activities of subsidiary companies.

This is a main Board appointment which includes acting as Company Secretary and demands a thorough knowledge of Plc operations. You will have good City connections and experience enabling you to support the Chairman and Chief Executive in formulating and implementing growth strategies. Your excellent inter-personal skills will enable you to convince the Board and investors of the soundness of your proposals. You will have a key role in the general management of the Group but with particular emphasis on enhancing the computerised control and management systems.

Talented, Chartered Accountants with broad commercial experience at senior levels in Plc operations are invited to apply by writing with full CV details, and quoting ref. MD2725 to Clive Morris, Macmillan Davies Consultants, Colston Centre, Colston Street, Bristol, BS1 4UX.

SEARCH & SELECTION

Macmillan Davies



GRADUATE CHARTERED ACCOUNTANT City c. £35,000 + Car + Banking Benefits Capital Markets

The investment banking arm of this major world bank, one of the international securities market's leading players, is offering an outstanding opportunity for a high-calibre graduate chartered accountant. Supervising a small team, you will provide essential financial support to the company's capital market activities and be responsible for guaranteeing the smooth flow of management information, ensuring that statutory requirements are met. This will necessitate a 'hands-on' approach to problem-solving and the keen desire

to undertake ad hoc assignment work when required. An ambitious individual in your late 20's, with strong interpersonal skills and a positive approach, this will prove to be an ideal second career step after qualification. Applicants will need to demonstrate proven experience of banking or capital markets and a detailed understanding of their related products. This high-profile role combines recognition and opportunity with an impressive salary and benefits package which will prove no object to the right individual.

Write with full CV and daytime telephone number to Patrick Donnelly quoting ref. FT/090.

PD Consultants, 314/316 Vauxhall Bridge Road, London SW1V 1AA. Tel: 071-828 2273.

Regional Financial Controller

Poland

c. US\$65,000+generous benefits

- * Leisure/Entertainment
- * Exciting New Venture

An American backed investment programme in Eastern Europe, has resulted in an exceptional opportunity to play an influential part in the development of one of its projects.

Cable Television is an emerging industry in Poland and this company is at the forefront in developing technology and bringing Western expertise to the media business.

A Financial Controller is now required for the first regional development to define and implement a financial structure which will reflect the demands of the new Group. The position, based in Gdańsk, reports to the Regional Operations Manager and essential criteria include an accounting qualification, significant staff management skills and experience of financial management, budgeting and systems implementation. A commitment of at least two to three years is required.

Language skills are not essential but individuals must have the maturity and strength of character to initiate change and to succeed in a business that is both culturally and commercially challenging.

Please forward CVs to Pippa Curtis or Liz Osborne at Douglas Llambias Associates Limited, 410 Strand, London WC2R 0NS, or telephone on 071-836 9501, quoting reference: FT19192.



FINANCE DIRECTOR

East London

c. £45,000 + car

Stanton is a well established manufacturing company predominantly supplying components to the automotive industry, with an operational turnover of £13 million and 300 employees. We are a subsidiary of The Laird Group Plc.

The Finance Director will be responsible for accounting, secretarial, IT, and purchase department.

Candidates must be team players and have extensive financial experience within manufacturing. They should also be capable of developing financial systems and controls within a high growth environment.

The employment package includes a fully expensed car, pension, and BUPA.

Please send your career and personal details to: Ray Lander, Company Personnel Manager, Stanton Rubber and Plastics Ltd, Ordell Road, Bow, London E3 2DS.

Stanton
Stanton Rubber & Plastics Ltd EXCELLENCE THROUGH TEAMWORK

Oxfordshire

c.£55,000

Senior Executive benefits and share options



Financial Manager

A key appointment with outstanding prospects

Circa
£35,000

Car

MBO
Prospect

Sussex

Our client, a leading FMCG distributor with depots throughout the U.K., is employee controlled and plans to continue to grow its billion pound business. The Company now wishes to recruit an ambitious accountant as deputy to the Financial Director.

The prime task of the manager initially will be to gain an in depth knowledge of the Company's operations and administrative procedures, which will include a review of the Company's management information systems and overhead cost structure.

Thereafter the manager will be expected to demonstrate the ability to manage all aspects of the Company's most senior financial position and make a positive contribution to the group of managers identified to succeed the current directorate.

Applicants, qualified accountants under 45 years old, should have the ability to command the respect of senior managers, the desire to be fully involved in the business and its motivation of people, excellent communication skills, a hands on approach and the ambition, determination and tenacity required to achieve positive results. Candidates should justify promotion to the Board within approximately two years and this could lead to participation in an MBO as a key member of the management team.

Please write in confidence with full career and salary details quoting ref 104 to John Hills, Curzon Selection and Search, Shotters Mill Ponds, Haslemere, Surrey GU27 3RB.

CURZON

Selection
Search

NORWEB plc

Computer Audit Manager

up to £40,000 + car + benefits
- step up to senior financial management

By any standards, NORWEB is a very large business indeed with an annual turnover in excess of £1 billion and over 2 million customers to take care of daily. Our operations are complex and diversified and demands sound financial management.

We are now seeking an ambitious, computer literate professional who is a qualified accountant to play a key role in helping us to achieve this objective.

Reporting to our Chief Internal Auditor you will manage a team involved in systems audits, implementation reviews, computer installation security reviews and other ad-hoc assignments, in addition to contributing to strategic audit planning. Helping us to fully develop CAATS is also a major challenge.

The right person should be able to demonstrate a successful track record of financial management within a large company, allied to substantial experience of modern computer audit techniques.

As the role is perceived as a stepping stone into senior financial management, you'll also be expected to possess drive, initiative and good communication skills. Ideally candidates should already be earning a salary in excess of £30,000 per annum.

In return, we'll offer a highly attractive package including company car and a generous range of benefits. Assistance with relocation can be provided where appropriate.

Please send a detailed CV to the Personnel Director and Company Secretary, NORWEB plc, Talbot Road, Manchester M16 0HQ quoting reference 91/188 on the envelope by Friday 24 January 1992.

Equal consideration will be given to all applicants irrespective of sex, race, creed or disability.

NORWEB

POWER BEHIND THE NORTH WEST

Head of Finance

Making IT into a business

£34,667 - £42,870

The IT Division of the Inland Revenue is being formed into an Executive Office to be run on sound business principles. This involves considerable change in management approach, and the appointment of a qualified Head of Finance is an important first step.

Based in Telford or London, the successful applicant will ideally have held a senior financial position in a large, geographically spread commercial organisation, and have worked as a member of an executive team to achieve significant change in the financial and management culture of the business.

The IT organisation is a leader in Government computing. It has 2,800 staff and an annual budget in excess of £200 million. New financial procedures and systems are needed to meet the requirements of the Government's Next Steps programme.

This position will provide a stimulating and demanding challenge for a committed and experienced financial accountant.

For further details and an application form (to be returned by 31st January 1992) write to Recruitment & Assessment Services, Alton Link, Basingstoke, Hants RG21 1JB or telephone Basingstoke (0256) 468551 (normal office hours). Please quote ref: C/92/1243.

The Civil Service is an equal opportunity employer.

SPECIAL PROJECTS AND CONSULTANCY

Banking

to £35k + car + bank bens

This City Merchant Bank is recognised as a major force and leader in a wide range of products and activities. Innovative in approach, it now seeks an Accountant to join its Corporate Audit department. Working on a project basis, using a risk-based approach, the role concentrates on the Bank's Stockbroking and Fund Management interests, necessitating experience of UK stockbroking and securities settlement practices. Responding to requests and demands from top level management for project work as well as audits, you will be given considerable autonomy and scope whilst reporting directly to the Chief Internal Auditor.

Applicants must be Qualified Accountants or Bankers with an audit background and two years post-qualification experience. Ideally aged between 27 and 32 years, you should offer a first class track record, excellent communication and presentation skills and an energetic and outgoing style.

The role offers considerable development potential and the opportunity to work within an innovative, professional and elite team. Interested applicants should contact us on 071 721 7283, or during the evenings and weekends on 081 890 1910. Alternatively send or fax your CV to:

ALDERWICK
MELINTOCK

SEARCH & SELECTION
SUITE 505, BLACKFRIARS FORTRESS,
156 BLACKFRIARS ROAD, LONDON SE1 9EN
TELEPHONE: 071-721 7283 FACSIMILE: 071-721 7283



HEAD OF FINANCE

Applications are sought for the new post of Head of Finance for Ealing Tertiary College. The College, which is likely to be an independent body in April 1993, will enjoy a gross revenue budget of £13 million pounds and will be located on at least four major centres based at Acton, Ealing Green, Norwood Hall and Southall.

Applicants should be able to demonstrate:

- * Qualified Accountancy status.
- * Strategic financial responsibility in either the commercial or public sector.
- * Ability to establish a new finance function with appropriate levels of control.
- * Ability to develop financial procedures.

Candidates will need to possess high levels of interpersonal and communication skills and will be competent in using commercial software.

Salary

The salary will be negotiable (currently £19,455 - £44,103) and in addition a performance related pay supplement at a maximum rate of 7.5% of the annual basic rate will be payable, to be reviewed, in the context of criteria determined by the governing body. London weighting will be paid at a rate of £1,641.

Applications

Applicants must complete an application form and write a detailed letter explaining how they can make a distinctive contribution to the new college.

The closing date for receipt of applications for the above post is Wednesday 29 January 1992.

For an application form and further particulars, please write to: Ian Wallis, Principal Designate (Ref: ETC/IW), Ealing Green Centre, c/o Ealing Green High School, The Green, Ealing W5 5EW. Or telephone: 081-758 8215.



An International construction company is currently seeking for one of its international activity a

Finance and Administration Manager**Asia**

Reporting to the Project Manager you will have responsibility for the full range of administration, finance, accounting, legal and control functions of the company. Leading and motivating your team you will have contacts within the group and all external advisors.

A group in a period of strong growth offers genuine possibilities for career development.



Michael Page International

LLOYD'S INSURANCE BROKING PLC

Finance Director - Designate, £45K & Usual Benefits - Bonus & Share Options

Leading Lloyd's Insurance Broking Group is looking to recruit a key individual to play a vital role in the Company's future development. Reporting to the Chairman and Chief Executive you will be responsible for all aspects of financial management, strategy formation and systems development.

The appointee will be a qualified Accountant with strong technical and systems skills developed in the specialist area of Lloyd's Insurance Broking. The successful applicant will be closely involved with the implementation of strong financial controls

Please write enclosing a detailed CV to Box A433, Financial Times, 1 Southwark Bridge, London SE1 9HL.

over the Company's subsidiaries and expanding London and provincial operations. You will be aged between 30 and 45 with the ability to work closely at Board level and to liaise throughout the Group bringing a creative and imaginative financial approach to the formulation and execution of business strategies. Experience of acquisitions and joint venture agreements for a quoted company with related stock exchange reporting requirements would be an advantage.

The package will include usual additional benefits.

YOUNG CORPORATE FINANCIER

To £30,000 + Car + Banking Benefits

A Chartered Accountant, with not more than one year's post qualification experience, is sought by a market leading British merchant bank whose reputation for efficiency and innovation is second to none. You will be employed within the Bank's highly capable Corporate Finance Division where varied practical experience, backed by first class training, makes this an outstanding opportunity.

Specifically, you will participate in a stimulating range of assignments, in each instance as part of a uniquely constituted team brought together to resolve a particular client's needs. Such work embraces mergers/acquisitions, bids and defences, debt/equity finance, company flotation/listings, and project funding exercises. Promotion is based entirely on merit.

To qualify for consideration, you should possess a highly creditable academic record and first time passes in the professional examinations. You should also have trained with a Top 6 practice either in London or in a provincial city of commercial note.

If you wish to pursue your interest in this appointment, please call Paul Glatzel on the number below or our hours of 081-348 7749. Alternatively, please write briefly enclosing a CV and quoting reference 8050.

EXECUTIVE CONNECTIONS
BANKING & FINANCE
12-14 MASON'S AVENUE, LONDON EC2V 5BT. TEL: 071-600 1122. FAX: 071-600 1685.

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Our subsidiary Interflex accesses over 6000 unadvertised vacancies annually - mostly between £40,000 and £200,000 p.a. - and makes recommendations from its approved candidate bank without charge.

Telephone Keith Mitchell on 071-930 5041 for an exploratory meeting without obligation.

Landsec House, 19 Charing Cross Road
London WC2H 0BS
Tel: 071-930 5041 Fax: 071-930 5048

INTER EXEC PLC - means much more

Finance and Planning Manager

London Area

To £35,000 + Car + Bonus

Our client, a leading UK plc, is seeking a proactive accountant for a key financial position within a developing business unit. This particular department will play a crucial role in shaping the Company's business objectives and will therefore relocate to corporate headquarters, along the M4 corridor, in mid-1993.

As the senior financial representative in the management team, the Finance and Planning Manager will co-ordinate accounting and business planning activities for the unit and provide financial support to the key decision makers, ultimately at corporate level. Responsibilities will include the implementation of appropriate financial controls and the motivation of a small team of staff who cover budgeting, project costing, monthly accounts preparation and various administrative activities.

Candidates should be commercially astute accountants with 2 to 5 years' post qualification experience and must demonstrate an awareness of financial management issues, possess proven supervisory skills and be computer literate. Essential attributes will include an innovative and imaginative approach to accounting concepts and the interpersonal skills required to establish credibility with colleagues at all levels.

Please write, in confidence, enclosing career details with day and home contact numbers to Tim Knight, quoting reference TCK/12.

KPMG Selection & Search
3-3 Dorset Rise, Blackfriars, London EC4Y 8AE

Portfolio**2 Group Accountants**

Buckinghamshire to £30,000+car

* ACA or CIMA

* Bluechip plc

* Excellent Career Prospects

A major retail and distribution plc is keen to appoint 2 qualified accountants into the Group finance team. A newly qualified ACA will handle Group reporting, liaising with 2/3 subsidiaries and Head Office Management. A CIMA with 2/3 years PQE will interpret and present management information and upgrade the systems. Candidates with a lively character will flourish within an excellent corporate culture.

Please forward CVs to Peter Green at Douglas Llambias Associates, 410 Strand, London WC2R 0NS, or telephone 071 836 9501, quoting reference FT9192/A.

Senior Financial Accountant
Home Counties to £30,000+car

* Qualified Accountant

* Age up to 30

* Oil Experience Preferred

This is an opportunity to join a bluechip company in a high profile financial accounting role. The vacancy has arisen in the upstream division of this major company and candidates ought to have had oil company experience. They should also be qualified, with 1 year to 18 months PQE and have the ability to develop their commercial skills in an international company. This is an excellent opportunity to join a successful team with a long term future.

Please forward CVs to Stephen Hackett at Douglas Llambias Associates, 410 Strand, London WC2R 0NS, or telephone 071 836 9501, quoting reference FT9192/B.

Financial Reporting & Analysis

West End £30,000+car

* Highly successful

* Retail

* Growth

This international retail group specialising in fashion for all ages is undergoing a programme of growth in both the UK and Europe. They currently require a qualified accountant to look after the budgets, forecasts and performance analysis and to oversee the general accounts department. You will have a retail background, be highly PC literate and have a strong commercial approach.

Please forward CVs to Liz Osborne at Douglas Llambias Associates, 410 Strand, London WC2R 0NS, or telephone 071 836 9501, quoting reference FT9192/C.

Newly Qualified Accountant

City £26,000

* AGA or ACCA

* Growing Company

* Varied Role

This large plc with diverse interests in leisure and financial services is seeking a Group Accountant. The role will encompass both financial and management accounting with emphasis on the commercial aspects. The candidates should be recently qualified with good analytical skills and a "hands on" approach.

Please forward CVs to Deborah Sherry at Douglas Llambias Associates, 410 Strand, London WC2R 0NS, or telephone 071 836 9501, quoting reference FT9192/D.

Product Management Accountant

City c. £30,000
+banking benefits

* Prestigious Merchant Bank

* Broad Business Exposure

* ACA/ACCA + 2 years' PQE

This leading financial institution has a requirement for a divisional accountant to take financial responsibility for its niche businesses, including Capital Markets, Asset Trading, Money Broking, Development Capital and Property Finance. Providing a full management reporting service across the divisions, the role encompasses detailed analysis of trading positions, Bank of England and Board reporting, and the maximisation of MIS reporting potential. In addition, the position will involve responsibility for establishing financial procedures for new businesses, and extensive liaison with senior management.

The successful candidate will be a graduate and qualified accountant with highly developed technical and interpersonal skills and up to two years' experience of the financial services sector, preferably in banking. Management skills and a project orientation are also desirable qualities.

Please forward CVs to Joe Thomas at Douglas Llambias Associates, 410 Strand, London WC2R 0NS, or telephone 071 836 9501, quoting reference FT9192/E.

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